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ABSTRACT

The Pressure Groups' Manual is one of a set of twenty-one manuals used in METRO-APEX 1974, a computerized college and professional level, computer-supported, role-play, simulation exercise of a community with "normal" problems. Stress is placed on environmental quality considerations. APEX 1974 is an expansion of APEX--Air Pollution Exercise (064 530-550; ED 075 261; ED 081 619), and includes roles for an environmental quality agency, water quality manager, solid waste manager, and various pressure groups, in addition to the previously developed roles of city and county politicians, city and county planners, air pollution control office, developers, industrialists and newspaper, Two industries have been added, as have a number of program options. The participants may range in number from 17 to 100. Each run of the game should consist of at least three cycles (simulated years), the optimum being five cycles. Each cycle should span at least a three-hour period. A cycle is composed of two major phases: the first is the game simulation; in the second phase, decisions emerging out of the game simulation are analyzed by a computerized system of integrated simulation models. The METRO-APEX computer program is in Fortran IV and runs on an IBM 360-50 or higher series computer. (BT)

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METRO APEX

volume 21.1

PRESSURE GROUPS' MANUAL

2 revised 1974

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METRO-APEX

1974

A Computerized Gaming Simulation Exercise
For Training in Environmental Management
and Urban Systems

Developed by the
COMEX Project
University of Southern California

through a grant form the
Control Programs Development Division
Environmental Protection Agency

A revised version of the APEX Air Pollution Exercise
developed jointly by the
COMEX Project, University of Southern California
and
Environmental Simulation Laboratory, University of Michigan
June 1974

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PREFACE

PREFACE

METRO-APEX is the result of a long term research and development effort by a number of dedicated individuals. The inspiration, and much of the technical basis evolved from a similar exercise (M.E.T.R.O.) originally developed by the Environmental Simulation Laboratory, University of Michigan. In 1966, a grant from the Division of Air Pollution Control, U.S. Public Health Service was awarded to the COMEX Research Project, University of Southern California, to develop a dynamic teaching instrument, METRO-APEX. Working in close cooperation, the COMEX Research Project and the Environmental Simulation Laboratory successfully developed the initial version of the METRO-APEX exercise in 1971. This computer-based gaming simulation was designed to provide a laboratory urban community in which air pollution management trainees could apply and test the knowledge and skills gained through conventional educational methods.

METRO-APEX has proven to be highly adaptable to training programs dealing with the many aspects of air pollution control including law, management, air quality monitoring, land use planning, budget preparation, citizen participation programs, state and federal grant procedures, and political decision-making processes. As a result, METRO-APEX is in great demand as a valuable supplement to university training programs, and in many cases is being used as a central curriculum focus. Over 60 universities have been trained in the use of METRO-APEX. It has also been translated into French and Spanish and is being used in seven countries outside of the United States.

Based on the success of the initial METRO-APEX program, COMEX was awarded a grant from the Control Programs Development Division of the Environmental Protection Agency to substantially revise and broaden the simulation exercise to encompass the wide spectrum of environmental management issues. This current version, of which this manual is a part, was completed in June 1974 and greatly increases the utility and teaching potential of the exercise. In this version, the interrelationships among air, water and solid waste are demonstrated, the strategies and options available to players have been broadened, new roles have been added, the exercise materials have been updated to reflect the latest technology and nomenclature, and many of the operational problems associated with the earlier version have been rectified.

METRO-APEX is one of, if not the most complex gaming-simulations of an urban area in use today. Although it was designed to supplement standard teaching methods, APEX is far more than an educational tool. It is a communication channel of a new level--capable of providing both the language and the forum for information transfer between persons and groups with different educational and cultural backgrounds as well as different perspectives of the urban situation.

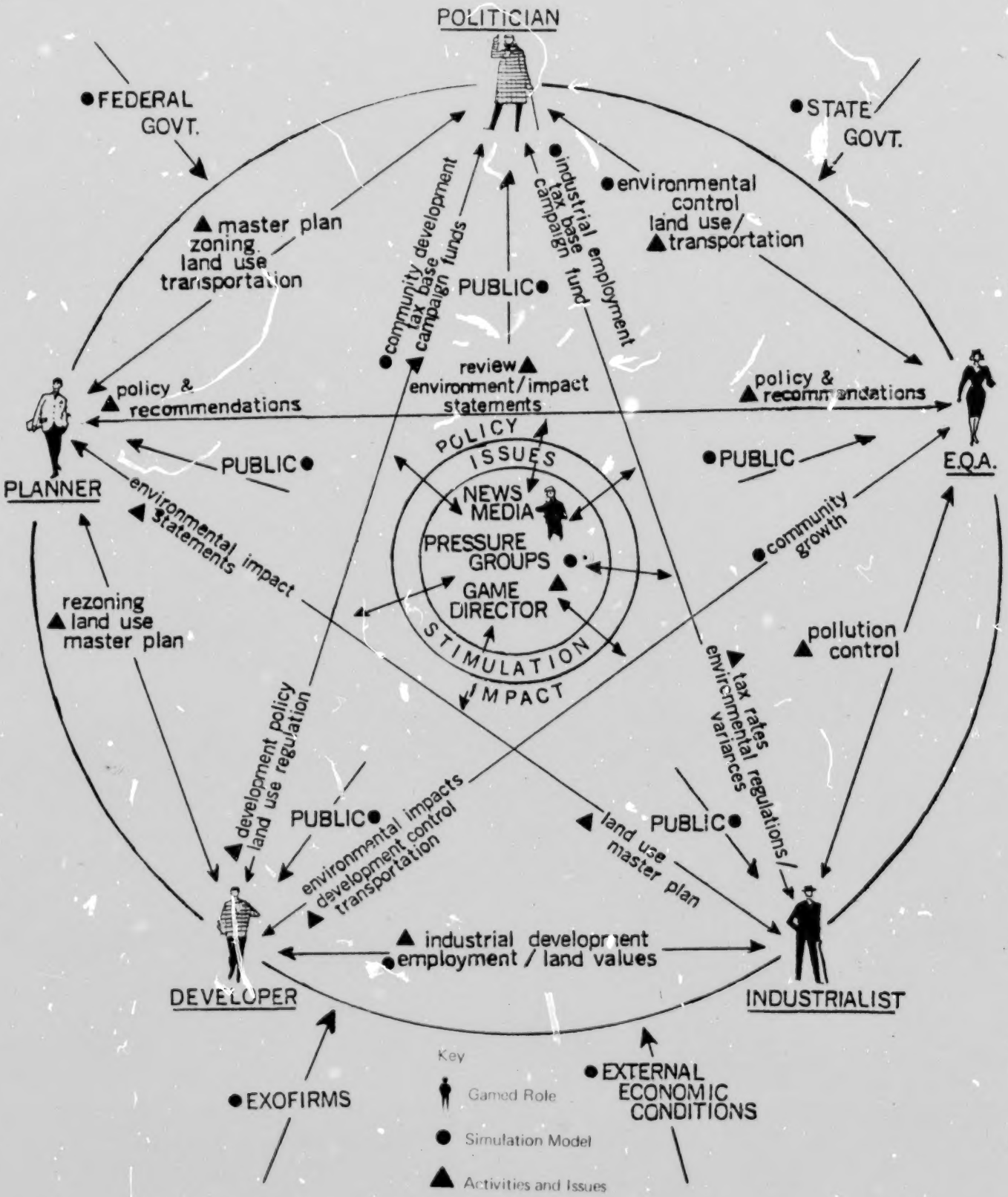
METRO-APEX is composed of two essential components: (1) a computerized system made up of a series of well-integrated simulation models linked to a (2) "gamed" environment encompassing a series of interactive roles. The computerized system predicts the changes that occur in several sectors of the urban system in response to the decisions made by participants in the "gamed" environment, decisions made by persons outside the "gamed" environment (other actors whose behavior is simulated in the computer), and external pressures on the metropolitan area (also simulated in the computer).

The County of APEX is run year by year by principle decision makers performing both the mundane and extraordinary functions of their office in the "gamed" environment. Each cycle or year is condensed in time to a three to eight hour session during which the decision makers formulate their yearly policy. The decisions that emerge out of the "competitive--cooperative" environment of the gaming-simulation are used as priming inputs to the computer simulation. The change in the status of the urban area is calculated by the computer and returned to the decision makers as the primary input to the next cycle of action. Included in the change picture generated by the computer are selected social, economic and physical indicators which show the magnitudes of change in key areas and a newspaper which serves as the focal point of local public opinion.

The key decision makers acting in the gamed environment include an Environmental Quality Agency with departments of Air Pollution, Water Pollution and Solid Wastes; Politicians, Planners and Administrative Officers from a Central City and a County; Land Developers and Industrialists from the private sector; and representatives from the News Media and Pressure Groups. The Politicians are responsible for the administration of their respective jurisdictions and for the formulation and implementation of various programs to upgrade the social status of their constituents. The Planners serve as aides to the Politicians and represent the major long range coordinating force in the community. The Environmental Control Officers are charged with the task of monitoring and alleviating the pollution problems. The private business sectors operate to foster their own interests and frequently those of the community. Pressure Groups and News Media advocate various positions on community issues. Generally, each decision maker finds it to his advantage to coordinate and/or compete with other players in his efforts to promote his strategies. The METRO-APEX General Interaction Diagram included here indicates possible linkages among the roles.

In general, people have great difficulty understanding the dynamics of a complex system through traditional means. Gaming-simulation offers participants the opportunity to study, work with, and discuss the structure of such a system and to experiment with intervention strategies designed to change that structure. When used as a teaching device, the strength of a gaming-simulation such as METRO-APEX lies in the opportunity afforded participants for involvement in the system. When compared with the passive observation of the system offered by traditional methods, this approach has had great success.

METRO-APEX INTERACTION DIAGRAM



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CHAPTER 1

A Brief Description of APEX County

Chapter 1

A BRIEF DESCRIPTION OF APEX COUNTY

History

The first settlers of APEX County were farm families emigrating from New England and New York State beginning about 1830. During the middle of the nineteenth century, German immigrants continued the settlement patterns of established dispersed family farms. Income to pay for the necessary imports of products from the East was derived primarily from the production of farm crops and, more importantly, timber. Small market towns, often containing milling facilities, developed between 1820 and 1860. At the same time, the County was organized as a unit of government by the State, and the basic network of roads was completed.

The major impetus for the later development of the Central City as a regional center was its selection as the state capitol in 1847. The nation's first land-grant university was established east of the Central City in 1855, further enhancing its growth. Central City was incorporated in 1859 and the Suburb, in which the university was located, was incorporated in 1910. The University's control of a large block of land was to exercise profound influence on the future physical pattern of development. Much of the logical development corridor outward from the City was preempted by this facility.

Steam railroads were first built into APEX County beginning in the 1860's. Those small market-milling communities with stops and depots on the rail lines began to assume a greater importance than the small communities away from the lines. The impact of the railroads on the small communities can be seen from the following description of Central City:

> By the year 1863, the City...was a bustling, urban center. Early accounts tell us that, at that time, the City included eleven churches, five hotels, two flouring mills, three tanneries, two breweries, three saw mills, two sash and blind factories, three iron foundries, two printing offices, several brick yards, and a large number of mechanic shops.*

Although growing, it should be noted that manufacturing was still minimal. Exports were dominated by agricultural and timber products, and most other production was for local consumption only.

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*Tri-County Regional Commission, "History of the Tri-County Region," Information Report 7, updated. pp. 24-25.

Beginning in perhaps 1880, factories producing goods to be exported out of the region were built in the area, fostered by the completion of railroad ties with the rest of the country. These factories, mainly built near railroad depots, stimulated the migration of factory-worker families into the region. Most of these families settled near the factories where they were employed, adding further to the growth of the towns near the railroad. Just before the turn of the century the introduction of the automobile industry into Central City gave the final impetus needed to make Central City into the dominant community in the County. Beginning about the same time, electric interurban railways were extended from Central City to the north, east and west, allowing many workers from the new industries in the City to move further away from their place of employment.

By the 1920's, automobiles had become readily available and their use was encouraged by the paving of most of the roads in the County. Those who had formerly lived fairly close to the interurban system began to be dispersed throughout larger areas and to settle in lower density neighborhoods. Until about 1930, most new development was found in the filling-in of the Central City and Suburb. Although the growth of industrial and bureaucratic functions proceeded in the Central City and the area adjacent to it, the more outlying townships remained, and to some extent still remain, predominantly agricultural. The growing urbanization which has occurred more recently in these fringe areas has been primarily stimulated by the construction of the interstate expressway system beginning in the 1950's.

The interstate highway freeway system in APEX County is shown on the map at the end of this chapter. One major expressway comes from the southeast, sweeps around the southern and western fringes of the City and leaves the County from its northwestern corner. A second expressway comes up from the south, intersects the first and continues northward into the Suburb. It is anticipated that in the future this expressway will be continued northwards, then swing west to finish an expressway loop around the City (dashed line).

In addition to the airport, major transportation into and out of APEX County is provided by rail (primarily freight) and expressway. The attached map outlines the routes of the three rail lines, which generally follow the river valleys and intersect in Analysis Area 8.

A local APEX bus line serves the Central City, with some service extended into the Suburb and nearby areas of the County.

Most travel in APEX is currently by private automobile. There are approximately 2.1 people per registered automobile in APEX. This amounts to approximately one billion automobile miles per year. The automobile is the cause of substantial congestion, property damage, death and air pollution in APEX. Further information about the contribution of the automobile to pollution can be obtained from the Air Pollution Control Officer.

The automobile represents an immense financial burden to owners, political jurisdictions, employers and commercial establishments. Taxes to expand and maintain the road network are constantly expanding. Vast areas of land are required for parking. At the same time, bus ridership is decreasing.

Political Jurisdictions

In the METRO-APEX game, the County is composed of four autonomous jurisdictions: The Central City, Suburb, Township 1 and Township 2. The County has been further divided into 29 "Analysis Areas", each resembling a census tract. The Central City comprises Analysis Areas 1 through 13; the Suburb, AA's 17 through 19; Township 1, to the west, contains AA's 23 through 28 and Township 2, to the east, contains AA's 14-16, 20-22 and 29. (See map). In addition to analysis areas, the Central City is politically divided into Wards:

Ward 1 -- AA's 1-4
Ward 2 -- AA's 5-8
Ward 3 -- AA's 9-13

Each Ward is the electoral district for one of the three City Council seats represented in the game. The County government (Board of Supervisors) is comprised of members elected from the Suburb, from the Townships, from the County-at-large and the Central City-at-large.

The City Council and County Board of Supervisors are the only two local governmental units actively represented in the game. Other local governments, including the school boards, are simulated. In some cases, City and County governments have parallel functions; e.g. they both provide police services, planning and capital improvements. The County however, has area-wide responsibility for three major services not provided by the City government: public health, welfare and pollution control. In these three areas, County actions, directly affect Central City residents as well as residents in the outlying areas. Both the municipal and County governments derive their primary financial support from the same tax base--real property. County property taxes are paid by land-owners, in addition to property taxes collected by the municipal government and the school board in each political jurisdiction.

Data provided to players in the game are nearly always given by analysis area--this is also the smallest unit of scale in referring to locations; that is, a project or house or industry is located in "Analysis Area X" rather than on a particular street or a particular intersection. Characteristics of each individual analysis area, including the socio-economic composition of the residents and the proportions of land area devoted to particular land uses, may be found in the Planners data.

A few analysis areas are almost completely chacterized by one or two major features which are often referred to throughout play. These major features are given in the following list, with their analysis areas indicated:

Central Business District (CBD) -- nearly all of Analysis Area 8

State Capitol -- Analysis Area 8

Ghetto -- Analysis Area 4 and Analysis Area 8

University -- Analysis Area 19 (all)

"Best" residential areas -- Analysis Areas 9 (all) and 17 (most)

These features are not only unique in the County, but they also dominate the analysis areas in which they are located; in the game they are likely to be referred to as locations in themselves, with no further locational explanation given.

A list of other important man-made features of the County, and their locations, is given later in this chapter.

Geography and Climate

APEX County is located nearly at the center of an industrialized northern State, some 85 miles northwest of one of the largest metropolitan areas in the United States. The once heavily forested land, extending roughly 320 square miles, is quite flat and for the most part adequately drained for agriculture.

The Great River, a major watercourse in the State, enters the County from the south in Analysis Area 23, meanders north and west, then back to the east and north as it passes through Analysis Area 8. There it is joined by the Red Oak River, which comes in from the east. The enlarged Great River exits from the County in Analysis Area 26, from which it continues west for some 85 miles before emptying in to the Great Lakes. Major drainage of the County is through the Great River system.

Just before it empties into the Great River, the Red Oak River is joined by Sycamore Creek, which wanders up from the southeast. Much of the area in Analysis Areas 11 and 13, near this creek, is low and somewhat marshy, not ideal for heavy development. The other major marshy area in the County is in Analysis Area 14, to the northeast in Township 2. There are also several small lakes in this analysis area and quite a large State Park. The largest lake

in the County is located in Analysis Area 16. This was a primary recreation area in the early part of this century but is less ideal now, due to heavy pollution loads and deteriorating shoreline development. There are small creeks which wander through many analysis areas in the County. The only other river of any significant size, however, is Looking Glass River, which runs east and west through the northern portion of the County, primarily in Analysis Areas 28 and 29.

The climate of ALEX County is temperate, with summer temperatures averaging about 70 degrees and winter temperatures which average about 25 degrees. There is an annual rainfall of roughly 41 inches, with heavy snows to be expected primarily in the months of January and February. Prevailing winds are westerly, swinging to the southwest in summer and northwest in winter.

Major Public Facilities

As might be expected, the Central City and Suburb are significantly better endowed with public capital improvements than are the Townships. The following list includes the most important public structures in the County, and indicates under whose jurisdiction they are operated and where they are located:

Airport (County) -- AA 29, just outside the City limits. The Airport has three runways and a terminal of 27,000 square feet. Two commercial airlines serve the County through this airport; cargo and general aviation are also served.

Boys Training School (State) -- AA 7.

City Hall -- AA 6. This is an old structure, built 80 years ago and considered a scandal. A more central location has been chosen for the new City Hall under construction in AA 8.

Community Centers (City) -- AA's 2, 4, 7, 8, 10, 13. These are mostly old houses purchased by the City to house neighborhood meetings and the operation of special programs.

Community Centers (Township Halls) -- AA's 14 (2), 24, 27, 29.

Community College (County) -- AA 8. The facility is currently housed in an old library and elementary school.

County Building -- AA 8, This includes all County offices and the meeting rooms for the County Board of Supervisors.

County Court House -- AA 8, adjacent to County offices.

Fire Stations (City) -- AA's 2, 3, 4, 5, 6, 8 (2), 11, 12.

Fire Stations (Townships) -- AA's 20, 23, 25. These are modest stations housing limited equipment. Volunteers provide firefighting manpower.

Hospital (County) -- AA 7. This was built in 1912 and was expanded in 1922, 1942, and 1960. It contains 362 beds, including a 35-bed tuberculosis wing, and caters primarily to the indigent. There are three private hospitals in the County with an additional 650 beds.

Library (City) -- AA 8. This is an old downtown building. There are branch libraries in AA's 1, 5, 11, 12 (2), 13.

Library (Suburb) -- AA 18.

Sewage Treatment Plant (City) -- AA 2. This plant provides both primary and secondary treatment and has a capacity of 34 million gallons per day. It currently averages 22 million gallons daily.

Sewage Treatment Plant (Suburb) -- AA 19. This plant provides primary sewage treatment, with a capacity of 12 million gallons per day; it currently handels an average of 6.75 million gallons daily.

Sheriff Station (County) -- AA 8. This is attached to the County Building.

Water Treatment Plant (City) -- AA 8. Water for the City is derived from the Great River as it exits from Analysis Area 8. Capacity is 42 million gallons per day, with the average daily flow currently being 22 million gallons. Treatment includes filtration, purification, flouridation and lime softening.

Water Treatment Plant (Suburb) -- AA 19. The Suburb's water is drawn from the Red Oak River as it enters AA 19. Capacity is 6 million gallons daily.

with current average flow being 2.5 million gallons per day. Treatment includes chlorination, fluoridation and ziolite softening.

Zoo (City) -- AA 7.

Industry and the Economy

Major employment in APEX County is provided by the State Capitol Complex, the University and a automobile assembly plant, located in Analysis Area 4. While State Government is a stable, slow-growing industry, the University, typical of "research and development" operations elsewhere, is growing at a very rapid rate. The automobile plant exhibits characteristics similar to any large manufacturing operation, fluctuating considerably in response to the national business cycle.

In addition to these "big three" employers, there is a host of industries supplying parts to the automobile industry, as well as independent industries exporting goods which have no relationship to autos. (A map and listing of the major industries in the County are found on the following two pages.) These include the seven gamed industries:

Industry 1 -- Shear Power Company
Industry 2 -- People's Pulp Plant
Industry 3 -- Rusty's Iron Foundry
Industry 4 -- Gestalt Malt Brewery
Industry 4 -- Caesar's Rendering Plant
Industry 6 -- Dusty Rhodes Cement
Industry 7 -- Schick Cannery

Members of the population of APEX County constitute a work force of about 101,000 people, nearly half of them employed by the major "exporting" industries previously mentioned. About 9% of total County employment is found in lighter industry and 41% in commercial and service activities for the resident population. The greatest concentration of manufacturing employment is, as expected, found in the Central City. The highest proportion of white collar workers is in the Suburb, due to the predominance of the University as an employer there. In the futute, it is probable that more and more new industrial growth and employment will occur in outlying areas, particularly among firms requiring significant amounts of land for their plants.

Population

Within the physical and political environment described in the

preceding pages resides a population of some 227,000 persons, a tiny fraction of whom are represented in METRO-APEX as players. The remainder of the population is simulated by the computer in the game. About 63% of the population resides in the Central City, 10% in the Suburb and the remainder in the two Townships.

Only about 9.2% of the County's population is black; however, virtually all of this population is found in the Central City, of which 14.4% of the total population is black, primarily in Ward 1, where the number of non-white households approaches 38%. The only other significant ethnic minority is found in a Mexican-American community in the east-central portion of the city.

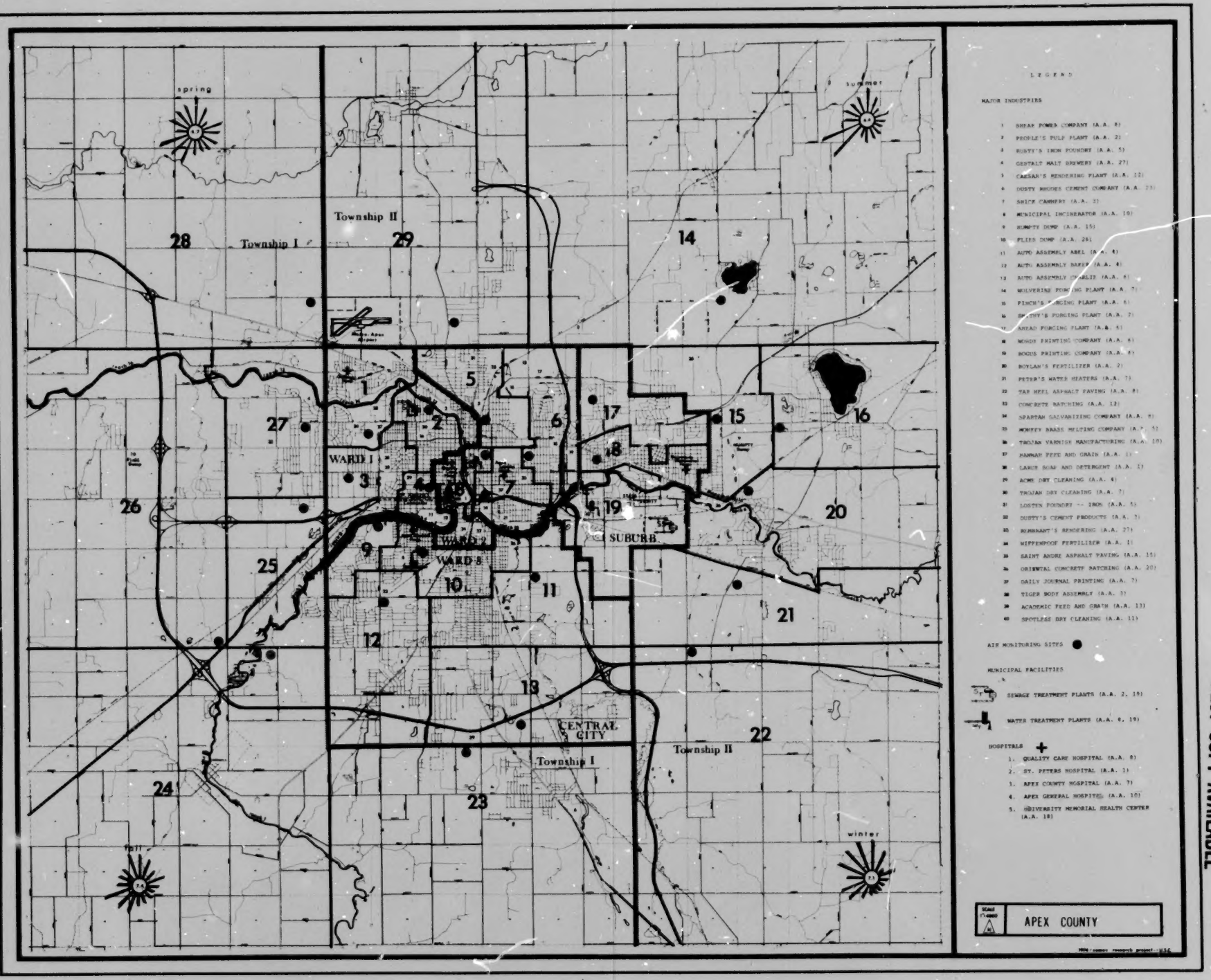
For purposes of the game, the population of APEX County has been divided into five "household types", each representing different occupations and educational achievements, life-styles, voting habits and consumption behavior. These will be described briefly here; more detailed information about each may be found in the Glossary.

Household type 1 is a combination of upper and upper-middle class families whose head of household are likely to be employed in the professions and business management. Household type 2 is typical middle class, occupations usually clerical and lower-level public service areas. Household type 3 includes very low white-collar workers and skilled craftsmen and shop foremen, the latter two predominately. While members of household types 1 and 2 have attended college, some with advanced degrees, household type 3 members are typically high school graduates. In outlying areas, farmers are included in this latter type. In household type 4 are found semi-skilled workers and non-domestic service workers. Usually household heads have not completed high school, and while many household type 4's are homeowners, the value of their housing is quite low. Household type 5 includes laborers, domestic workers and the unemployed, with a large number of the elderly. A majority of these households live in rental units of low value.

Initially, about 17.5% of the County population is found in household type 1, 16% in household type 2 and 27% in type 3; about 32% is of household type 4 and 7.5% fall into household type 5. The household composition of a particular analysis area, and of an entire jurisdiction, will affect significantly the demand for both public and private goods and services. It will also affect voting behavior on financial issues and in elections.

List of Major Industries

1. Shear Power Company (A.A. 8)
2. People's Pult Plant (A.A. 2)
3. Rusty's Iron Foundry (A.A. 5)
4. Gestalt Malt Brewery (A.A. 27)
5. Caesar's Rendering Plant (A.A. 12)
6. Dusty Rhodes Cement Company (A.A. 23)
7. Schick Cannery (A.A. 3)
8. Municipal Incinerator (A.A. 10)
9. Humpty Dump (A.A. 15)
10. Flies Dump (A.A. 26)
11. Auto Assembly Abel (A.A. 4)
12. Auto Assembly Baker (A.A. 4)
13. Auto Assembly Charlie (A.A. 6)
14. Wolverine Forging Plant (A.A. 7)
15. Finch's Forging Plant (A.A. 6)
16. Smithy's Forging Plant (A.A. 2)
17. Ahead Forging Plant (A.A. 6)
18. Wordy Printing Company (A.A.6)
19. Bogus Printing Company (A.A. 6)
20. Boylan's Fertilizer (A.A. 2)
21. Peter's Water Heaters (A.A. 7)
22. Tar Heel Asphalt Paving (A.A. 8)
23. Concrete Batching (A.A. 12)
24. Spartan Galvanizing Company (A.A. 8)
25. Monkey Brass Melting Company (A.A. 5)
26. Trojan Varnish Manufacturing (A.A. 10)
27. Hannah Feed and Grain (A.A. 1)
28. LaRue Soap and Detergent (A.A. 1)
29. Acme Dry Cleaning (A.A. 4)
30. Trojan Dry Cleaning (A.A. 7)
31. Losten Foundry -- Iron (A.A. 5)
32. Dusty's Cement Products (A.A. 3)
33. Rembrants Rendering (A.A. 27)
34. Wiffenpoof Fertilizer (A.A. 1)
35. [redacted]int Andre Asphalt Paving (A.A. 15)
36. Oriental Concrete Batching (A.A. 20)
37. Daily Journal Printing (A.A. 7)
38. Tiger Body Assembly (A.A. 3)
39. Academic Feed and Grain (A.A. 13)
40. Spotless Dry Cleaning (A.A. 11)



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CHAPTER 2

Glossary and Reference Terms

Chapter 2

GLOSSARY AND REFERENCE TERMS

ABATEMENT

Abatement is the reduction of pollutant emissions from a source or sources.

AEROBIC

A process taking place in the presence of oxygen; or a state of liquid containing free dissolved oxygen.

AIR POLLUTION

Air pollution is the presence in the outdoor air of substances which, when present in a sufficient quantity or over a period of time, can cause an undesirable effect upon man, property, or the environment.

AIR POLLUTION REGULATIONS

Air pollution regulations are legal constraints on pollutant emissions, production processes, or control systems. State regulations and County regulations are enforceable by legal sanctions, while recommendations are not.

AIR QUALITY (See NATIONAL AMBIENT AIR QUALITY STANDARDS)

Air quality refers to the pollution concentration characteristics of the atmosphere or ambient air in a given area. It is usually stated in terms of the levels of concentration of specific pollutants, in micrograms of pollutant per cubic meter of air (Mgm/m3) (See CONCENTRATION).

Air Quality Goals are expressions of desirable maximum pollutant concentrations to be achieved through a pollution control program.

Air Quality Criteria - The basic medical and technical information which forms the rationalization from which Air Quality Standards are set. This information is published for each major pollutant by EPA in Air Quality Criteria Documents.

Air Quality Standards are quantitatively-specified maximum levels of pollutant concentrations or dosages, as more precise statements of air quality goals.

AIR QUALITY CONTROL REGION

One of the approximately 250 geographic areas covering the United States which form the basic units for air pollution control activities. These areas were designated by EPA (with the states) and are based on considerations of climate, meteorology, topography, urbanization and other factors affecting air quality.

ALERT STAGES

Alert Stages refer to critical levels of concentration or dosage signaling potential disastrous pollution effects and requiring emergency abatement and control measures.

ANAEROBIC

A process taking place in the absence of oxygen; or a state of liquid containing no free dissolved oxygen.

ANALYSIS AREA (A.A.)

Analysis areas are used as the primary areal reference units for the data and issues throughout the game. The County is divided into a number of analysis areas, each of which is the approximate size of several census tracts. The analysis areas included in the five jurisdictions are as follows:

Jurisdiction 1-- Central City: Ward 1 = AA 1 through AA 4
Ward 2 = AA 5 through AA 8
Ward 3 = AA 9 through AA 13

Jurisdiction 2-- Suburb: AA 17 through AA 19

Jurisdiction 3-- Township 1: AA 23 through AA 28

Jurisdiction 4-- Township 2: AA's 14-16, 20-22, 29

Jurisdiction 5-- County: AA's 1-29

See APEX Analysis Area Map

ANNUAL WAGE

This is the annual cost to the Industrialist of one worker and is an average of the various rates of pay applicable to the different types of workers in the firm. The applicable average wage rate for each firm is reported in the Industrialist's printout each cycle under cost factors. This wage rate may be subject to negotiations with the labor representative and this new negotiated wage rate will supercede the rate found under cost factors on his printout.

ASSESSED VALUE

Assessed value is the value assigned to real estate property for purposes of assessing taxes owed to each of the jurisdiction County and school districts. Governments are required by law to maintain an assessed value of 50% of market value for propert in their jurisdiction, although this requirement is often not met. (E.g. if a residential property is valued on the market at $20,000, its assessed value is $10,000.) (See STATE EQUALIZED VALUE.)

BACKGROUND LEVEL

The amount of pollutants due to natural sources such as marsh, gas, pollen, conifer hydrocarbons and dust.

BOARD OF DIRECTORS

Each Industrialist acts as a Plant Manager and is responsible to the Board of Directors of his plant for his decisions and actions. The Board has the ultimate decision-making power in plant affairs and may approve, amend or reject the manager's fiscal policy proposal. The Board also sets the amount of dividends to be paid to the stockholders.

BONDING

Bonding is the process of incurring public debt to finance some capital improvement project. It is a device used to extend the incidence of costs over a long period of time, rather than have costs met out of current revenues while the project is under construction. Politicians may issue two kinds of bonds general obligation bonds and revenue bonds. These differ in three respects: (1) the need for voter concurrence, (2) how they are paid off, and (3) the kinds of projects for which they are appropriate. Before Politicians may float general obligatio bonds to finance projects, voters must approve this action in a referendum. There is a State-imposed limit on the indebtednes that a jurisdiction may incur through general obligation bonds. The amount of additional bonded indebtedness that can be sought is indicated in the Politician's output as "$ Limit on Next G.O. Bond Sought". (See DEBT RETIREMENT for the process of financing general obligation bonds.)

Revenue bonds are not submitted to a referendum and are appropriate only for particular projects. (Projects for which they may be used are noted in the Project List.) They are paid off throu fees collected for the service provided by the facility, rather than by taxes.

CAPITAL PLANT INDEX (C.P.I.)

The capital plant index is a ratio of the present dollar value of public capital facilities (sewers, water lines, streets, parks and miscellaneous public holdings) to population equivalents. This number reflects the load imposed on facilities by residents, employees and clients, and this is considered an indication of the relative level of adequacy of these facilites. Present dollar value is calculated each cycle on the basis of depreciated value of existing facilities plus new faciiites. (Facilities depreciate at about 5% of original value per year.) (See POPULATION EQUIVALENT.)

CASH CARRYOVER

This is the cash reserve which an Industrialist or Developer carries over to the next cycle after making all his expenditure including those for capital plant. It represents uncommited funds, which the player is free to use in the next cycle.

CASH TRANSFER

A cash transfer is used for loans or gifts of cash between players when the reason for the exchange is unspecified. Revenues made, or expenditures incurred, through an exchange of cash between either the Government, Industrialist, or Developer, are recorded in the budget section of their printout. When applicable, cash transfers are also used to cover the cost of television time and newspaper articles.

CLEAN AIR ACT AMENDMENTS OF 1970

(See LEGAL REFERENCE MANUAL.)

COLLECTION/DISPOSAL STUDY

Studies of municipal house-to-house refuse collection using combinations of different truck types, crew sizes, container locations, transfer stations and disposal sites to determine the capital and operating costs of alternative systems.

COLLOIDAL PARTICLES

Very fine particles of material in fluid suspension; particles will not settle out and can pass through a semipermeable membra

COMBUSTION

Combustion is the process of burning.

CONCENTRATION

Concentration is the ratio of pollutants to effluent gases or ambient air, measured in micrograms per cubic meter (MG/cubic meter) as a weight to volume ratio. Data on mean concentration per quarter, concentration on worst day, and number of days above a specified concentration can be obtained by the APCO, through the installation and operation of monitoring stations.

CONTAMINANT

(See POLLUTANT)

CONTROL EFFICIENCY

Control efficiency refers to the ratio of the amount of a pollutant removed from effluent gases by a control device to the total amount of pollutant without control.

CONTROL STRATEGY

A comprehensive plan designed to control or reduce the level of a pollutant or pollutants in the environment.

CONTROL SYSTEM

Control system refers to equipment and/or procedures intended to reduce the amount of a pollutant, or pollutants, in effluent gases. Each gamed industrial firm has a limited set of control system options for each production process and combustion proces.

DEBT RETIREMENT (Debt Service)

Debt retirement, or debt service, is a term used to describe the process of paying off long-term general obligation bonds sold by public agencies. Debt retirement is a budget category of the Politician which includes expenditures for both principal and interest on general obligation bonds. Financing of these expenditures may be with either normal millage or debt retirement millage.

DEMOLITION COSTS (Clearance Costs)

A demolition cost of 5% of the assessed value of developed PROPERTY must be paid when developed land is rezoned.

DENSITY

In residential areas, density is the term used to express the number of dwelling units per acre of land. In APEX County a different density is associated with each of the five residential

development types, with the lowest density found in land use category R-1 and the highest in category M-2.

The table on the following page expresses housing density in housing units per acre, and in acres per housing unit.

DEPRECIATION ALLOWANCE

Each cycle, the total value of industrial capital facilities, (building and equipment) depreciates at 8%. A tax credit of 5% of the capital value of these facilities is allowed the Industrialist to compensate for this depreciation. The amount is deducted before Federal and State income taxes are paid. The Industrialist may claim any part of his maximum allowance; any portion of the allowance not taken will accumulate. The maximum depreciation allowance is listed under cost factors in the Industrialist's printout.

DEVELOPMENT TYPES AND COSTS

A. Residential

In APEX County there are various levels of cost and density associated with different qualities and sizes of housing which may be built by Developers. These costs are for structures, exclusive of land and site improvements.

Single Family

Three different development-cost levels are applicable to APEX County single-family housing units, ranging from the highest construction cost of $40,000 (designated as R-1) to the lowest cost housing, built at $15,000 per unit (designated as R-3). Any one of these types may be built on land which, when vacant, is zoned R.

Multiple Family

Units of two different cost levels, M-1 and M-2 are available for construction of multi-family housing in APEX County. The highest cost per unit, for M-1, is $30,000 and the lowest, for M-2, is $12,000. Either of these types may be constructed on vacant land zoned M.

Residential Development Costs Per Unit

R-1	R-2	R-3	M-1	M-2
$40,000	$22,500	$15,000	$30,000	$12,000

HOUSING DENSITY

AA	R-1		R-2		R-3		M-1		M-2	
	Units Per Acre	Acres Per Unit	Units Per Acre	Acres Per Unit	Units Per Acre	Acres Per Unit	Units Per Acre	Acres Per Unit	Units Per Acre	Acres Per Unit
1	1.4	.714	3.5	.286	5.6	.179	11.2	.089	21.0	.048
2	2.4	.410	6.0	.167	9.6	.104	19.2	.052	36.0	.028
3	2.0	.500	5.0	.200	8.0	.125	16.0	.063	30.0	.033
4	2.8	.357	7.0	.143	11.2	.089	22.4	.045	42.0	.024
5	2.1	.476	5.25	.190	8.4	.119	16.8	.060	31.5	.032
6	1.6	.625	4.0	.250	6.4	.156	12.8	.078	24.0	.042
7	2.5	.400	6.25	.160	10.0	.100	20.0	.050	37.5	.027
8	3.0	.333	7.5	.133	12.0	.083	24.0	.042	45.0	.022
9	1.2	.833	3.0	.333	4.8	.208	9.6	.104	18.0	.056
10	2.5	.400	6.25	.160	10.0	.100	20.0	.050	37.5	.027
11	1.0	1.000	2.5	.400	4.0	.250	8.0	.125	15.0	.067
12	1.0	1.000	2.5	.400	4.0	.250	8.0	.125	15.0	.067
13	1.0	1.000	2.5	.400	4.0	.250	8.0	.125	15.0	.067
14	.5	2.000	1.25	.800	2.0	.500	4.0	.250	7.5	.133
15	.6	1.667	1.5	.667	2.4	.417	4.8	.208	9.0	.111
16	.8	1.250	2.0	.500	3.2	.313	6.4	.156	12.0	.083
17	1.2	.833	3.0	.333	4.8	.208	9.6	.104	18.0	.056
18	2.3	.435	5.75	.174	9.2	.109	18.4	.054	34.5	.029
19	3.0	.333	7.5	.133	12.0	.083	24.0	.042	45.0	.022
20	.8	1.250	2.0	.500	3.2	.313	6.4	.156	12.0	.083
21	.5	2.000	1.25	.800	2.0	.500	4.0	.250	7.5	.133
22	.4	2.500	1.0	1.000	1.6	.625	3.2	.313	6.0	.167
23	.7	1.429	1.75	.571	2.8	.357	5.6	.179	10.5	.095
24	.3	3.333	.75	1.333	1.2	.833	2.4	.417	4.5	.222
25	.4	2.500	1.0	1.000	1.6	.625	3.2	.313	6.0	.167
26	.3	3.333	.75	1.333	1.2	.833	2.4	.417	4.5	.222
27	.6	1.667	1.5	.667	2.4	.417	4.8	.208	9.0	.111
28	.3	3.333	.75	1.333	1.2	.833	2.4	.417	4.5	.222
29	.5	2.000	1.25	.800	2.0	.500	4.0	.250	7.5	.133

B. Commercial

Two types of commercial land use are allowable in APEX County. These relate to local neighborhood shopping facilities and to regionally-oriented commercial and service facilities. Both may be built only on zoning category "Commercial" land. Each is developed on a cost-per-acre basis, as follows:

Commercial Development Costs by Type

CL	CR
$100,000	$125,000

C. Industrial

Endogenous industrial development permitted Developers in APEX County is on a per-acre basis, the cost being $100,000 per acre. Zoning category I land may be developed into this land use.

(See ZONING CATEGORY.)

DOSAGE

The accumulated exposure of a person, plant, materials, etc., to a particular concentration of pollutant for a specified period of time.

DUMP

A site where uncontrolled disposal of solid waste occurs.

EFFLUENT

An effluent is a gaseous or liquid discharge or emission.

EFFLUENT SAMPLES

An effluent sample is an industrial outflow water sample and analysis which provides data on seven water pollutant parameters. A sample may be ordered by the Water Quality Manager and is taken at the source specified by the WQM.

ELITE OPINION POLL (E.O.P.)

The Elite Opinion Poll calls for a vote of all game players on certain major policy issues in the community. These issues appear as headlines in the METRO-APEX NEWS, which ask for either a deciding or advisory vote. The results of the Poll affect public officials' chances of reelection, as well as the probability of passage of general referenda, specific bond issues and special millage requests.

EMERGENCY EPISODE

An air pollution incident in which high concentration of pollutant(s) occur in the ambient air contributing to a significant increase in illness or death.

EMISSIONS

Emissions are pollutants in effluent or exhaust gases which are released into the air.

EMISSION FACTORS

Emission factors are estimates which can be used to approximate the rate of emissions of specific pollutants from generalized sources.

EMISSION INVENTORY

A compilation of the rate of pollution emissions in a given area by source type.

EMISSION MEASUREMENT

Air pollution emissions are measured in pounds per hour for particulates, sulfur dioxide (SO2), carbon monoxide (CO), nitrogen oxides (NOx), and hydrocarbons (HC); in Ringelmann number for smoke; and in Stinkelmann number for odor. The emissions measured are of specific pollutants from specific sources.

EMISSION RATE

Emission rate refers to the amount of pollutant emitted per unit of time or throughput. Maximum allowable emissions will be specified in pounds per hour (or pounds per 1000 pounds of process rate) if they refer to emission rates.

EMISSIONS SOURCE

An emission source is the origin of some specific air pollutants. In the game there are several gamed point sources, about thirty non-gamed point sources, plus motor vehicles and space heating as line and area sources, respectively.

ENVIRONMENTAL IMPACT STATEMENT

The results of a study which identifies and evaluates the adverse or beneficial environmental effects of pursuing a proposed action, pursuing an alternative action or not pursuing the proposed action.

EXOFIRM (EXOGENOUS FIRM)

An Exofirm is an industry or bureaucratic firm that depends primarily upon markets outside the local area for its growth and vitality. These firms are usually classified as Exofirms on the basis of their being net importers of dollars and net exporters of products or services to these outside markets. Jobs created by Exofirm growth spur additional growth of households and jobs oriented to the local market. (Exofirms are also often referred to as basic firms).
In APEX County, Exofirms locate in industrial and office zoning categories. Periodically, the newspaper will note the opportunity for Developers or Industrialists to invest, in a speculative way, in the entry of new Exofirms into the metropolitan area, with a variable probability of success attached to such investments. Occasionally, these Exofirms require rezoning of land and/or installation of special capital improvements. Requirements for such special public action and requests for private investment will be noted in the newspaper announcement of the firm's interest in locating in the area.

FEDERAL WATER POLLUTION CONTROL ACT AMENDMENTS OF 1972

(See LEGAL REFERENCE MANUAL)

FUEL RATE

The amount of fuel consumed by each industry per unit of time is specified in tons/hours for coal, in barrels (bbl)/hour for oil, in thousand cubic feed (MCF)/hour for natural gas, and in megawatts (MW) for electricity.

FUEL TYPE

The fuel types for industry include: low-grade coal (Lo-Coal), high-grade coal (Hi-Coal), low grade oil (Lo-Oil), high-grade oil (Hi-Oil), natural gas, and electricity. The fuel option for each plant is listed in the Industrialist's printout. The fuel grade refers inversely to the air pollution potential of the burining fuel, i.e., Lo-Grade has higher pollution potential, and Hi-Grade fuels have low pollution potential.

GARBAGE

The food waste portion of solid waste.

HAZARDOUS AIR POLLUTANTS

Air pollutants not covered by the Air Quality Standards but which, in EPA's judgement, "may cause, or contribute to, an increase in mortality or --- serious illness." These pollutants generally are toxic substances such as mercury, cadmium, asbestos and beryllium.

HAZARDOUS WASTE

(See "SOLID WASTE TYPE")

HOUSEHOLD/COMMERCIAL REFUSE

(See "SOLID WASTE TYPE")

HOUSEHOLD TYPES

The five household types used in APEX County are characterizations of families belonging to fairly homogeneous socio-economic groups. These characterizations reflect life style, political involvement and voting habits, general consumption behavior and preference for public goods. There is substantial overlap of income levels for all status groupings; hence income, alone, is a weak indicator for characterizing households.

Household Type 1 -- is upper class and upper-middle class combined. Occupations of the heads of households are: professionals, technical workers, managers, officials, and proprietors. One-half of the family income levels are in excess of $15,000 and the other half are in the $10,000-$15,000 range. Value of housing is in excess of $20,000, and if they rent, rentals are over $150 per month. This is the group which is most concentrated in residential locations. Education of the head of the household is at least college graduate, often with post-graduate study. Interest group membership for this household type is found in the Business Community and Effective Government Groups.

Household Type II -- is the typical middle-class household in which the head of households occupation is clerical, sales, or kindred types. Income of the family is primarily in the $7,000-$10,000 range. Education of the head of the household is some college or at least high school graduation.

Housing value is primarily in the $15,000-$25,000 range, and gross rentals would usually be from $100 to $149 per month, though they may be somewhat lower. Interest group affiliations for this type are with the Effective Government Groups on the one hand, and with the Right-wing Conservatives on the other.

Household Type III -- the most numerous and widely-distributed of the five types is characterized by a mixed membership of very low income white collar workers, skilled craftsmen, and foremen, though the latter two predominate. In the outlying areas, farmers fall into this category. Family income is primarily in the $5,000-$9,000 range. The head of the household's education is typically high school graduation. Housing value is usually in the $12,000-$20,000 range and rentals are from $80-$125 per month. Members of this group are apt to belong to the Labor Vote and/or the Right-wing Conservative interest groups.

Household Type IV -- is composed of semi-skilled workers, industry operatives and non-household service workers, such as waiters, barbers and parking-lot attendants. Family income is in the lower portion of the $4,000-$7,000 range. Housing values range from $10,000 to $14,000 with gross rentals being $70 to $90 per month. Education of the head of the household is usually 9 to 11 years. Interest group membership for this household type is found in the Labor Vote and among the Civil Rights Groups.

Household Type V -- is the lowest stratum of society, and heads of households are laborers or household service workers. The vast majority of the area's unemployment are of this type and roughly half of all members are elderly and retired. Family income is less than $5,000 annually and the value of housing is less than $10,000, with rentals primarily $50-$75 per month. Heads of households have usually not been educated beyond the eigth grade. Membership in interest groups is found in the Labor Vote and Civil Rights Groups.

Political involvement of the five household types declines from Type I (the highest) to Type V, the latter being generally apathetic. Likewise, concern with government operation and provision of public services is highest in Type I households and declines steadily through Type V families.

The five household types will tend to demand housing of the five residential development types according to the following percentages:

Household Type I -- 50% will choose R-1; 30% R-2 and 20% M-1

Household Type II -- 20% will choose housing in each of the five development types

Household Type III -- 10% prefer R-1; 30% prefer R-2; 20% choose R-3; 25% take M-1, and 15% M-2

Household Type IV -- 20% will choose R-2; 40% R-3; 10% M-1, and 30% M-2

Household Type V -- 40% will be in R-3; 60% in M-2

IMPLEMENTATION PLAN

Under the 1970 Clean Air Act, each state must prepare and have approved by EPA an Implementation Plan which details the methods, strategies and timetable which the state and its jurisdictions will employ to meet and maintain the Air Quality Standards within the control region(s) within its jurisdiction.

IMPROVEMENT COSTS

Improvement costs are fees to prepare raw land for development, including subdivision costs, sewer and water connections, drainage and engineering. Developers are required to pay improvement costs on all land on which they build structures. For residential property, improvement costs are on a per unit basis as follows:

R-1	R-2	R-3	M-1	M-2
$1,000	$300	$700	$600	$400

For commercial and local industrial land uses, improvement costs are on a per acre basis; for each the fee is $5,000 per acre.

These fees are automatically applied to all land on which the Developer builds.

INTEREST GROUPS

In APEX County there are 5 major political interest groups that take stands on public policy issues and have a significant impact upon voting behavior. The more extreme the position assumed by one of these interest groups (as indicated on a scale of +4 to -4), the greater will be the voter turnout surrounding any particular referenda or election. Each of these interest groups derive their constituency from among two or more of the "Household Types" (See HOUSEHOLD TYPES)

1. CIVIL RIGHTS GROUPS: The orientation of these groups is primarily towards issues such as fair employment, neighborhood improvement, and problems that affect minorities. Their leadership is drawn from the elite liberals or the ghetto activists, their membership from the lower social strata. Their mode of operation is typically public protest and demonstrations centered around a very specific policy issue or community problem, and their influence on the system as a whole is moderate.

2. EFFECTIVE GOVERNMENT GROUPS: Are overwhelmingly middle class, composed primarily of professional people, a large percentage of them women. These groups are interested in a wide range of issues, on which they exert moderate influence. their orientation is towards governmental efficiency and towards community growth and image.

3. BUSINESS COMMUNITY: Draws from the whole range of commercial and mercantile interests, as well as some from the professional areas such as law, engineering and medicine. The business community exerts the highest degree of power of all politically oriented interest groups; their interest is directed primarily at community image, growth, and "BOOSTERISM".

4. LABOR VOTE: Are more conservative locally than nationally and exhibit some divergency between craft unions and industrial unions, the former being more conservative. The labor vote exert moderate influence on a range of issues somewhat less broad than those of interest to the "Effective Government Groups". The conservatism of the labor vote is especially apparent in the opposition of some of its constituency to public spending for social welfare.

5. RIGHT-WING CONSERVATIVES: Draws its membership primarily from people who resist change and advocate conserving the "traditions of Americanism--God and Country." They are generally against social change, increases in government influence in local affairs and public spending on social programs. Since these groups do not advocate change, they usually only become actively involved in public issues as a reaction to public programs proposed by other groups.

INTEREST RATE

The cost of borrowing money will vary for the Industrialists and Developers according to both their credit rating and the length of the loan, i.e., how many years will be taken to repay it. The maximum number of years on any loan by an Industrialist or Developer is 20 years. Applicable interest rates as follows:

Years to Repay	Credit Rating A-1	A-2	A-3
1-2	4%	6%	8%
3-5	6%	8%	12%
6-10	8%	12%	16%
11-20	12%	16%	20%

The cost of borrowing money for governmental agencies, the interest rate on bonds, will vary according to the credit rating of the jurisdiction, and will differ between general obligation and revenue bonds. Since revenue bonds are not backed by governmental taxing power they are riskier and therefore carry higher interest rates than general obligation bonds. As a jurisdiction's credit rating falls from A-1 to A-3, the interest rate on general obligation bonds will increase from 4.5% to 6%.

INVERSION

A layer of air trapped near the ground by a layer of warmer air above it.

ISSUE

Issue is used to refer to a problem situation presented to players in the METRO-APEX NEWS. Following each issue are two to four alternatives one of which must be selected by the player.

(See ELITE OPINION POLL)

JURISDICTION

Jurisdiction refers to one of the political units in APEX County. Abbreviations used in the game are:

(Jurisdiction 1) CC - Central City
(Jurisdiction 2) SUB - Suburb
(Jurisdiction 3) TW 1 - Township 1
(Jurisdiction 4) TW 2 - Township 2
(Jurisdiction 5) Co - County

(See ANALYSIS AREA.)

LAND USE

Land use is a term used to refer to the spatial distribution of City and rural functions--its residential communities or living areas, its industrial, commercial and retail business districts or major work areas and its agricultural, institutional and leisure time functions.

(See DEVELOPMENT TYPE and ZONING CATEGORY.)

LEACHATE

Water moving vertically through the soil of a landfill that may become contaiminated from the waste material in the fill.

MAXIMUM PRODUCTION CAPACITY

This is the maximum number of units which can be produced by a gamed industry in a cycle, with the plant and equipment in existence during that cycle. Maximum capacity may be increased by making capital expenditures for building and equipment. New productive capacity becomes available only in the cycle following that in which money is budgeted for plant expansion.

MEAN PROBABLE NUMBER PER 100 ml (MPN/100 ml)

A measure of the amount of coliform organisms per unit volume. By using quantities of sample varying in geometric series i.e., 0.01, 0.1, 1.0 milliliters, and by applying the usual test for coliform organisms, it is possible to determine a statistical estimate or "most probable number" of coliform organisms per 100 ml of water.

MICROGRAMS PER CUBIC METER

The weight of a substance in 1/1,000,000 of a gram contained in one cubic meter of volume.

MILLAGE

Millage is the tax rate, in mills, which is applied to State equalized property value to generate property tax revenue. One mill is equal to a $1 charge on each $1000 of value, or one tenth of one percent of the State equalized value. There are three types of millage:

A. Normal Operating Millage is determined by local Politicians and is applied to standard operating costs of government by State and local law -- the local limit can never be higher than the limit set by the State.

B. Special Millage, which is not subject to State and local limits, can be used for financing special programs. It must be voted and passed on in a referendum.

C. Debt Retirement Millage is not subject to the State and local limits but it can be used for retiring general obligation bonds. This millage requires a favorable vote in a referendum.

Total millage is the sum of operating millage, any special millages and the debt retirement millages which may be in effect during the year.

MILLIGRAMS PER LITER (mg/l)

Weight per unit volume. For water effluents, milligrams per liter is used to express the concentration in terms of the weight in milligrams of a dissolved or suspended pollutant in one liter of water.

MONITORING STATION

A monitoring station is a facility that houses air quality monitoring equipment for measurement of ambient air quality. One air quality monitoring station may be installed and operated in any analysis area. The pollutants measured at each monitoring station are:

Particulates, SO2, CO, NOx, and Hydrocarbons

Each pollutant is measured by a different type of monitoring equipment.

(See AIR QUALITY)

NATIONAL AMBIENT AIR QUALITY STANDARDS

EPA has set Primary and Secondary Air Quality Standards which are the maximum concentration of air pollutants allowable by federal law. Primary Standards are based on protection of the public health and are to be achieved as a first priority. Secondary Standards are based on the public welfare and will be achieved as a second priority.

NATIONAL ENVIRONMENTAL POLICY ACT (NEPA)

(See LEGAL REFERENCE MANUAL)

OFF GASSES

Gasses arising from landfills or other solid waste conversion (such as thermal) operations and leaving the site of generation.

PLANNED UNIT DEVELOPMENT

A planned unit development is an allocation of density to a development site such that the overall density meets the zoning requirements, but within the site certain areas may be of a higher concentration than those other developments around this site. This allows the Developer more flexibility in designing planned neighborhoods.

(See DENSITY)

PLANT INSPECTION

A plant inspection is an "on-site" examination of production and pollution control equipment, processes and procedures. Plant inspections ordered by the APCO will provide him with information on the production processes; production capacity; fuel and process rates; control systems; smoke code (Ringelmann number); and odor code (Stinkelmann number) for each process of a specific gamed or non-gamed emission source.

PLANT MANAGER

The player in the role of Industrialist is acting as a Plant Manager.

(See BOARD OF DIRECTORS.)

POLLUTANTS

Air Pollution:

(1) Particulates: particulate matter is any material (except uncombined water) which exists in a finely divided form as a liquid or solid at standard conditions.

(2) Sulfur Dioxide (SO2) is a pungent colorless gas which is commonly emitted from the combustion of sulfur containing compounds, especially fuels such as coal and fuel oil. Sulfur dioxide can also be emitted from chemical process plants, metal process plants and trash burning incinerators.

(3) Carbon Monoxide (CO) is a colorless, odorless, very toxic gaseous product of the incomplete combustion of common fuels. It can also be generated by metabolic processes and the partial oxidation of carbon-containing compounds such as limestone. Carbon monoxide adversely affects human respiration by interferring with the body's ability to assimilate oxygen.

(4) Oxides of Nitrogen (NOx) are formed when oxygen and nitrogen are heated to a high temperature. Sufficiently high temperatures to produce significant amounts of NOx are normally only reached in modern efficient combustion processes such as electric power plants and automobile engines. Oxides of nitrogen in combination with hydrocarbons and sunlight are major constituents of photochemical smog.

(5) Hydrocarbons (HC) are compounds containing combinations of hydrogen and carbon. Gaseous hydrocarbon air pollutants are most commonly emitted from the incomplete combusion of fuels such as gasoline, coal, oil and gas from the production, handling and evaporation of gasoline, paint thinners, solvents, etc. Hydrocarbons along with oxides of nitrogen and sunlight are important in the generation of photochemical smog.

Water Pollution:

(1) Biological Oxygen Demand - B.O.D. is the amount of oxygen needed by any polluted water or sewage to allow micro-organizms to consume the suspended and dissolved biodegradable organic material found in the liquid under aerobic conditions.

(2) Coliform Bacteria - Micro-organisms found in sewage serving as the indicator of bacterial contamination in water quality.

(3) Dissolved Oxygen (D.O.) is the amount of oxygen found and available for biochemical activity with a given volume of water (mg./l.). The saturation point is dependent upon temperature, chemical characteristics of the water, and barometric pressure.

(4) Nutrients - Nutrients are phospates, nitrates, nitrogen and phosphorus released as waste from certain industries or produced from agricultural and urban runoff.

(5) Thermal Pollution - The increase in temperature of surface waters as a result of the use of these

waters for cooling purposes by industry or public facilities. The heat accelerates biological processes in the stream, resulting in reduction of oxygen content of the water.

(6) Total Dissolved Solids (T.D.S.) - The amount of solids, dissolved in a given volume of water (mg./l).

POPULATION EQUIVALENT

The population equivalent is a means of converting (a) residents, and (b) employees and clients of industries and commercial facilities into a standard measure of the demand placed on such public capital facilities as sewers, streets, and water supply. The population equivalent of an area (analysis area or jurisdiction) is computed as follows:

P.E.= [Total households]+[.3 x all employees of commerce and industry]

For use of population equivalents in APEX County, see CAPITAL PLANT INDEX.

PROCESS RATE

Process rate refers to the amount of materials processed by an Industrialist per unit time. The measure is specified in tons, pounds, barrels, per minute, per hour, etc.

PRODUCTION LEVEL

This is probably the key item determined by an Industrialist each cycle. It is the number of units of a product his plant will produce in that cycle. The Industrialist is free to set his production at any level he chooses, as long as the figure he sets does not exceed his maximum production capacity.

PRODUCTION PROCESS

A production process is a definable part of the overall production system of a given firm. Each gamed industrial firm may have up to five production processes, while each non-gamed industrial firm is assumed to have only one process.

PROMPT SCRAP

Wastes that are recycled for direct reuse without entering the solid waste stream.

QUASI-PUBLIC LAND

This is land owned by tax-exempt organizations such as churches and fraternal organizations. Such land includes church buildings and schools, cemeteries and such miscellaneous buildings as Elks lodges, etc.

REACH

A reach is a generally homogeneous segment of a river or stream. Often in water quality management typical measurements of water quality from any point in the reach are used as representative of the entire reach.

REFERENDUM

A referendum is a vote of the (simulated) population of a jurisdiction on some issue presented to the people by the Politician. Most usually referenda are called to approve (or reject) a general obligation bond issue or a request for special millage, although they may be called to approve some legislative matter, such as open housing.

REFUSE

A term applied broadly to mixed solid waste including food waste, trash, street sweepings, and non-toxic solid industrial wastes.

REZONING APPLICATION FEE

The rezoning application fee is a charge of $100, which is assessed for each rezoning request submitted by a Developer or Industrialist. It is included in that player's financial statement for the next cycle.

RINGELMANN NUMBER

The Ringelmann Number is a scale for measuring the blackness of smoke fumes and is equivalent to the opacity. Ringelmann Numbers and opacities are used for specifying allowable smoke emissions (Ringelmann for black and opacity for other colors). #0 = zero opacity #1 = 20%, #2 = 40%, #3 = 60%, #4 = 80%, #5 = 100%. In APEX County, all smoke readings are reported as Ringelmann Numbers.

SALVAGE

The recovery for reuse of any valuable component from the solid waste stream.

SANITARY LANDFILL

An operation where solid waste is deposited in the ground in a controlled manner. The waste is compacted when delivered and covered daily. APEX County can have three classes of sanitary land fills. (See below.)

SANITARY LANDFILL--Class I

A site where disposal of toxic or hazardous industrial waste (solid waste type 1) is permitted due to the geology and soil characteristics. Solid waste type 2 and 3 may be deposited in this class site.

SANITARY LANDFILL--Class II

A site where only non-toxic or non-hazardous waste may be deposited. These sites receive primarily mixed municipal refuse (solid waste type 2). Solid waste type 3 may also be deposited in this class site.

SANITARY LANDFILL--Class III

A site where only solid fill (solid waste type 3) may be deposited.

SEWAGE TREATMENT LEVELS

Primary Treatment - A series of mechanical treatment processes including screening and sedimentation, which removes most of the floations and suspended solids found in sewage, but which have a limited effect on colloidal and dissolved material.

Secondary Treatment - A series of biochemical, chemical, and/or mechanical processes which remove, oxidize or stabilize nonsetteable, colloidal, and dissolved organic matter following primary treatment.

Tertiary Treatment - Any sewage treatment process that has the capability to remove over ninty-nine percent of the pollutants in sewage if it follows secondary treatment.

SOIL PERMEABILITY

A measurement of the water porosity of soil; soil porosity measured in gallons per day of water which will be absorbed by one square foot of soil surface.

SOIL SURVEY

An engineering/geological survey of an analysis area which provides data on the water table level, soil type, and soil permeability. These parameters are important criteria to determine the suitability of an A.A. for Class I, II, or III sanitary land fills.

SOIL TYPE

Three predominent soil types are found in APEX County--clay, sand or gravel.

SOLID WASTE

Any waste that can be handled as a solid rather than a liquid.

SOLID WASTE DISPOSAL

The end point of solid waste handling; may include open dumps, sanitary land fills, incinerators, composting, hauling out of APEX County by contract, salvage and recycle, etc.

SOLID WASTE SOURCES

Solid wastes are generated from various sources as --

Household - Solid wastes from residences.

Commercial - Solid wastes derived from non-industrial commercial operation.

Industrial - Wastes produced as a result of manufacturing or related industrial operation.

Municipal - Mixed Household and Commercial waste that may contain some street cleaning wastes and industrial solid wastes.

Agricultural - Wastes derived from basic crop or animal operation including waste vegetables, minerals and animal manure.

SOLID WASTE TYPE

APEX County solid wastes are specified as one of three following types--

S.W. Type 1 - Hazardous Wastes; includes sewage sludge, pesticides, industrial chemicals, etc., (Only small quantities of high toxic wastes and radioactive wastes are generated in APEX County and these are not included in Type 1 wastes.)

S.W. Type 2 - Household/Commercial Refuse; includes trash, rubbish, garbage and decomposable organic refuse from commercial and household operations picked up by regular route collection.

S.W. Type 3 - Solid Fill; includes bulky non-water soluable, non-decomposable inert solids from municipal and industrial operations, demolition, etc. Examples are earth, rock, gravel, concrete, asphalt paving fragments, clay, glass, and rubber products.

Industrial wastes are distributed among the above three categories depending upon the characteristics of the particular waste.

SOURCE TYPES (AIR POLLUTION)

Point Source - A stationary source of pollution which has the potential of emitting a substantial amount of pollutant(s) such as a factory or power plant.

Line Source - A moving source of pollutants such as automobiles, buses, trains, and aircraft.

Area Sources - The sum of numerous widespread small stationary pollution sources as the space heaters in buildings.

Indirect or Complex Source - Stationary facilities or developments which indirectly generate substantial pollution by means of activity associated with them (such as vehicle traffic generated by shopping centers, sports complexes, airports, etc.)

STANDARDS OF PERFORMANCE

Direct limitations of pollutant emissions from certain types of high pollution sources (power plants, etc.) set by EPA and/or the states.

STATE EQUALIZED VALUE

State equalization is a process designed to even out differences in assessment practices among political jurisdictions. The state equalization factor applied to each jurisdiction's assessed value may thus be different. The state equalized value for a jurisdiction, reached by applying the factor to local assessed value, is the base on which millage is levied to generate property tax revenues.

STINKELMANN NUMBER

The Stinkelmann Number is a scale (developed in APEX County) for measuring odor emissions, and for specifying maximum allowable odor emissions. Numbers range from 0-5, covering least to worst odor levels, respectively.

TAX RATE

See MILLAGE

TRANSFER STATION

Site at which wastes are transferred from small compacter vehicles to larger long distance transport vehicles.

TRASH

The non-food, non-putrescible fraction of solid waste.

UNIT COSTS

The costs to the Industrialist of operating his plant are calculated, for each production component, except labor, on the basis of the amount and cost of each component required to produce one unit of the product. These unit costs apply to fuel, administrative overhead, inventory, and raw materials.

Fuel Cost applies to the fuel required to produce each Industrialist's product and will be different for each fuel type.

General Administrative Costs include all overhead expenditures, other than salaries, involved in production.

Inventory Carrying Costs must be paid to store product inventory from one cycle to the next. This cost excludes taxes on inventory.

Materials Costs include all raw materials required to produce the product, except fuel.

The unit costs for each of these components which are applicable for a particular Industrialist for the next year are included in that player's output.

UNIT SALES PRICE

This is the price, which an Industrialist sets each cycle, at which he will sell a unit of his product. Each Industrialist except the power plant has complete control over price; although the number of units he actually sells

will be dependent on the relationship of his price to supply-demand conditions in the general market, and to the current average industry-wide price (reported for the last three years in the Industrialist's output).

WATER QUALITY SAMPLES

A water quality sample is a water sample and analysis providing data on seven water pollutant parameters. The water quality manager may order water samples and designate the location from which they are to be taken.

WATER TABLE LEVEL

The distance from the surface of the ground to the underlying ground water level.

ZONING CATEGORY

Zoning categories apply only to vacant land for APEX County. Each of the six zoning categories may be developed into one or more types of land use:

FROM	TO
Zoning Category	Developed Land use Type(s)
(1) R - Single-family residential	(1) R-1 (low density, high cost) (2) R-2 (med. density, med. cost) (3) R-3 (high density, low cost)
(2) M - Multiple-family residential	(4) M-1 (low density, high cost) (5) M-2 (med. density, low cost)
(3) C - Commercial	(6) CL (Commercial-Local) (7) CR (Commercial-Regional)
(4) I - Industrial	(8) IL (Local industry) (9) IX (Exogenous industry)
(5) O - Office	(10) O (Exogenous office)
(6) A - Agricultural	(11) A (Active farming)

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CHAPTER 3

Role Description

Chapter 3

PRESSURE GROUP ROLE DESCRIPTION

Welcome to APEX County. As a "Pressure Group Representative" you will be a "torch-bearer" for a group of Apexians who voluntarily support your organization; your membership looks to you for leadership in representing and defending their interests among the decision-making elite of the county. Chapter 6 of this manual contains a brief history of your group and some of its traditional goals and purposes. Included are a summary of perspectives on the APEX County political system and some suggested strategies and tactics for operationalizing your organization's goals. These are intended to be "descriptive" and not "prescriptive," i.e., in a dynamically changing urban situation such as that existing in APEX County, both the objectives and tactics of the past are only valid as guidelines in meeting the swiftly changing challenges of today and tomorrow.

Three of the key information sources in the APEX community that a Pressure Group Representative should be particularly aware of are:

1. The Simulated Citizens of the County (including those who are members of your pressure group): They live in geographical units called Analysis Areas and their socio-economic profiles fit them into Household Types (see the Glossary, Chapter 2). These citizens elect the Politicians, pay most of the taxes, provide the labor and professional services required by local business and industry, and purchase the products and services which provide income for local merchants. The contentments and dissatisfactions of these citizens are largely expressed in the METRO-APEX NEWS, in the Pressure Group Newsletter, or in public statements by Pressure Group Representatives.

2. The Leadership (elite) of the City & County of APEX: The "gamed roles" (those represented by participants in the exercise) represent the key decision makers and elite leadership of APEX County. They include elected public officials, appointed public agency personnel (bureaucrats), industrial plant managers, land developers, key pressure group leaders, State and Federal government agency representatives and, at times, legislative, regulatory, and judicial representatives. One trait they share is the ability to strongly influence, through their power, money, and formal decisions, most of the important aspects of life in the county. The variety of viewpoints found among them can sometimes be sympathetic and at other times antagonistic to your perception of the community's "best interests" or the "public good."

3. The Computer "Printout" Data: The effect of each participant's decisions on his role performance and the net effects of these decisions on

the community are summarized each cycle of play by the computer. Printout data reflecting these changes are provided to each role prior to the next cycle of interaction. Spread throughout the various roles, the printout each cycle is a cumulative wealth of information about all aspects of the city and county government, the citizens of APEX County, and the public and private performance of various roles. In some cases this data is private and specific to a role, such as Industrialist financial and production data. In other instances, the information is public and available to all interested citizens, i.e., that data found on the Planners' and Politicians' printout. The answer to almost any question about APEX County can be found in the appropriate computer printout or by asking a staff role advisor.

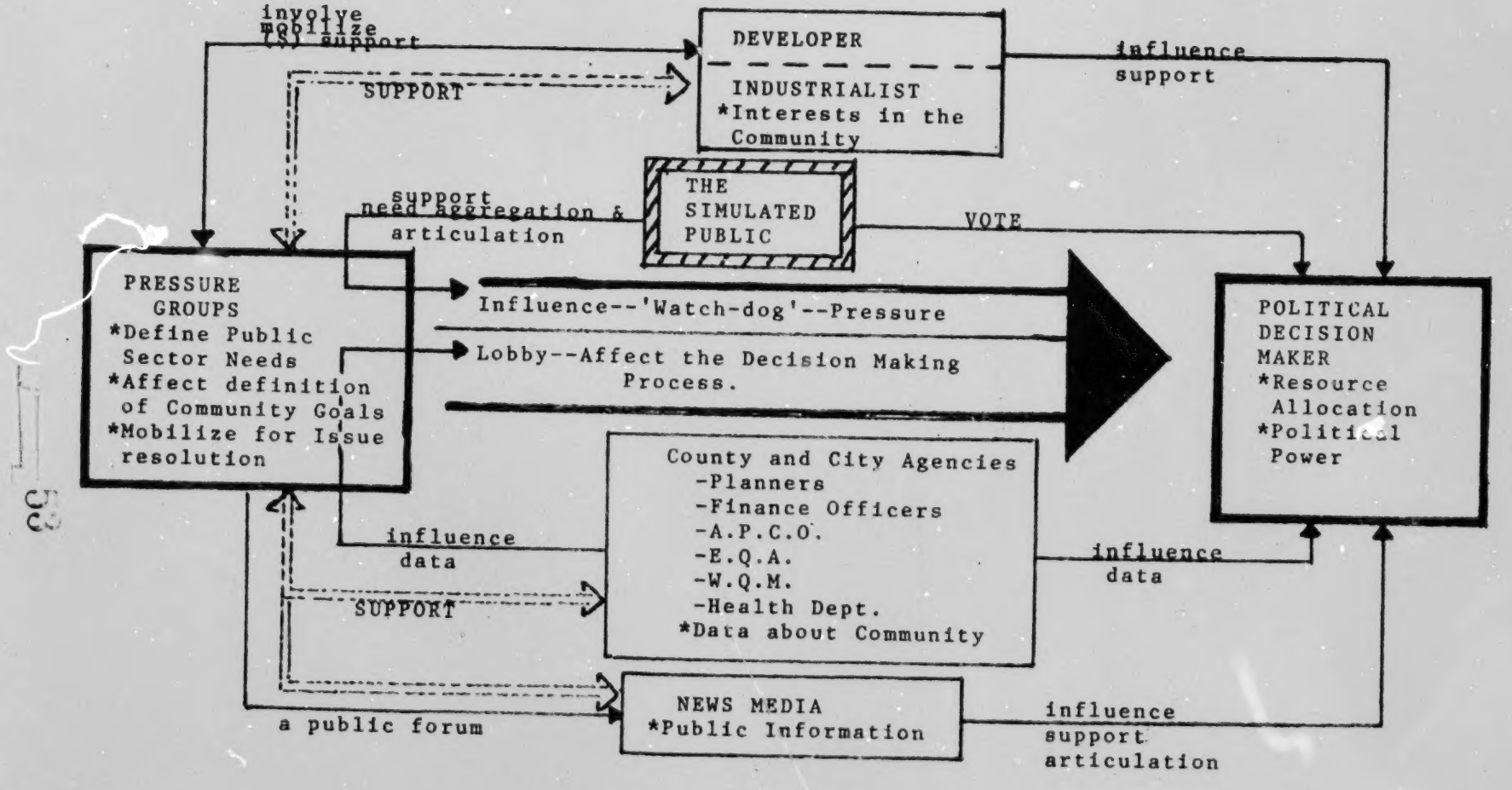
There is a very special individualism and role flexibility embodied in the representation of a voluntary association of individuals who seek to have an effect in a public forum such as APEX County. There are few clear-cut rules to be followed. In areas such as the definition of group goals and objectives, a Pressure Group Representative must rely not only on his ability to espouse the demands of his membership but to provide initiative and leadership based on his interpretation of the future implications of actions taken during any one year. Unlike the relatively clear-cut criteria for success (such as increased industrial profits or reelection to public office) found in other roles, the representative of a pressure group must find his own rewards in what he can get accomplished for the citizens he represents. Often, seemingly valid criteria of failure, such as a decrease in the membership of a group, could be caused by either dissatisfaction with the leader's performance, or by his success in eliminating that body of social problems that led to the felt need to form the group originally. In either case, to have seen a need, realistically assessed the problem area, effectively mobilized resources (both human and material) to resolve the issue and, to have seen a positive change brought about due to one's efforts is usually a valid evaluation of success.

In addition to the leadership responsibilities mentioned, a Pressure Group Representative is the head of a non-profit organization, and has at his disposal funds for use in his work. These moneys cannot normally be accrued from cycle to cycle and 90% of the unspent balance is not available for the next year. Care should be taken to protect the good image of the membership group in handling "contributions." Given in good faith by the members, the abuse or scandalous use of funds can bring serious repercussions in the form of legal sanctions or a decreased willingness by the public to support the pressure group leader's activities.

As a member of the community's elite, the Pressure Group Representative will be asked to vote in the Elite Opinion Poll in response to alternatives on public issues which are posed in the Newspaper. He will also be asked to support or oppose through his vote and advocacy any proposed general obligation bonds or special millage referendums. He may solicit or make campaign contributions for or against any Politician, bond issue, or referendum, and at election time, may find that running for political office is an effective way to achieve needed reforms.

In summary, the major activities of the Pressure Group Representative are as follows:

-Read the Newspaper and vote on the Elite Opinion Poll Issues.
-Identify community problems, activities, or policies from information in the Newspaper, Pressure Group Newsletter, or game room events and support or oppose those affecting his membership.
-Estimate his incoming budget from dues and contributions, and solicit additional contributions from other game players if needed.
-Establish a strategy to bring about some change in those problems and issues important to his membership.
-Identify and deal with other decision makers in the community that have some control in matters affecting his pressure group.
-Mobilize resources, both human and material, to deal with the needs of his membership.
-Use monetary resources for the good of the group.
-Record his decisions, goals, and activities on his worksheet.
-Input items to the News Media for publication when appropriate.



● PRESSURE GROUP
FUNCTIONAL INTERACTION DIAGRAM

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CHAPTER 4

Annotated Worksheet

Chapter 4

ANNOTATED WORKSHEET

The Pressure Group Representative's worksheet has 6 parts: (1) Elite Opinion Poll, (2) Yearly Budget Form, (3) Issues and Goals Sheet, (4) Activity Sheet, (5) Record Sheet of Cash Transfers, and (6) News Release Forms. You will be asked to fill out each part each year, and at the end of each cycle these decisions will be given to the role advisor and transferred to the computer. The worksheet will be the official record of your actions and decisions as a Pressure Group Representative.

You may make decisions in any order that is logical to you; you do not necessarily have to follow the order of the worksheet. In addition to recording your formal transactions and decisions, the worksheet is intended to be useful in assisting you to pursue your goals and objectives.

I. ELITE OPINION POLL

Each year certain issues will appear in the METRO-APEX NEWS which require decisions from all role players, acting as the "elite" or power structure of the community. In some cases the decision of the elite is binding on the Politicians and the poll can be considered the same as submitting a referendum to the voters. Here the METRO-APEX NEWS will read "DECIDED BY OPINION POLL MAJORITY." In other cases, the decision of the elite is merely advisory, and the Politicians can decide whether or not to heed their mandate. Here, the METRO-APEX NEWS will read "POLITICIAN'S ULTIMATE DECISION BUT ELITE OPINION SOLICITED."

The outcome of the vote will be recapitulated in the next cycle's newspaper. For each issue outcome, the newspaper will also print the reactions of five interest groups-- Civil Rights Groups, Effective Government Groups, Business Community, Labor Vote, and Right-Wing Conservatives.

Players should vote on all issues in the Elite Opinion Poll, including those on the Business Page. Each role will have one vote. In the cases where there is more than one person in a role, they will have to come to an agreement.

The Elite Opinion Poll is especially important to the Politicians because their actions relative to the poll may affect their chances for re-election.

A sample of the "E.O.P. for Bond, Millage, or Raise in Local Limit" form is included in the worksheet. Additional forms are available in the game room.

Instructions: Indicate your role and the cycle number at the top of the page. Then put the issue number in the left hand column (this should not be confused with a project number), and the number of the alternative chosen in the adjacent column.

Example:

Issue No.	Alternative
42	2
1	3

II. YEARLY BUDGET FORM

A. The "Expenditures" section of the worksheet contains four (4) line items. The "Subsistence Level" is noted on the printout and may change from cycle to cycle depending on changes in membership. It is representative of those basic costs of maintaining office space, secretarial help, phones, etc., and is a factor of the size of membership and style of pressure group activity. By this is meant that a store-front operation such as a "WELFARE RIGHTS ORGANIZATION" will incur much lower "overhead costs" than a "CHAMBER OF COMMERCE" to whom public relations and public image hold considerable importance. Line items (2) and (3) are for the final summary of "POLITICAL AND CHARITABLE CONTRIBUTIONS." Again, during the cycle's activities, the specific instances of these contributions should be noted on the "RECORD SHEET OF CASH TRANSFERS" (page 5 of the worksheet). At cycle's end, these can be totalled and entered on the BUDGET FORM. Line item (4) is for special expenditures that don't fit the other 3 lines. Examples of this might be a special program the pressure group is supporting or a membership drive effort, etc. A summary description of the item should be entered on the line adjacent to the amount.

Instructions: Enter subtotals for lines (2) and (3) from the "RECORD OF CASH TRANSFERS SHEET" at cycle's end. The "SUBSISTENCE LEVEL" is obtained from the printout for the current cycle. Line (4) or "OTHER" should contain the description and cost of the expenditure.

Example of Printout:

NEWSLETTER AND LETTERS TO THE EDITOR

THE TOTAL ACTIVE MEMBERSHIP FOR LAST CYCLE WAS 7000 WHICH IS A 38% CHANGE FROM THE PREVIOUS 5070. THE MINIMUM AMOUNT NECESSARY TO MAINTAIN OFFICE SPACE AND PERSONNEL FOR THIS GROUP IS $150.

WHY DON'T SOME OF THE PRESSURE GROUP LEADERS GET TOGETHER TO FORM. . .

Example of Worksheet Entries:

PRESSURE GROUP WORKSHEET

_____ Cycle Number _____
(Pressure Group Name)

YEARLY BUDGET

A. Expenditures

1.	Subsistence Level	$ 150
2.	Political Contributions	$ 80,850
3.	Charitable Contributions	$ 0
4.	Other (describe below)	
	Support of "New Hospital" Issue	$ 57,000
	Support of Street Repair Issue 203	$ 2,000
	TOTAL EXPENDITURES	$ 140,000

B. Dues and contributions flow into the Pressure Group coffers throughout the year, and the total amount is not known until the cycle has been processed. Like most other players, the Pressure Group Representative operates on the basis of an "ESTIMATED INCOME"; the exception is the money he solicits and acquires during a cycle from other role players who choose to support his activities. Reasonable estimates of income can generally be made on the basis of previous years' budgets, or on recent changes in membership. Both figures are on his computer printout.

Instructions: Enter the "NET INCOME" figure from the current cycle's printout, or 10% of the total income whichever is less, as the "CASH CARRYOVER" for next year's budget. (A maximum of 10% of each year's total income can be carried over to the next year.) Estimate the amount of DUES from membership. The subtotal of these two will give you a preliminary operating budget.

Example:

("SAMPLE PRINTOUT")

I. FINANCIAL STATEMENT

A.	Total Expenditures	$ 830,000
B.	Income	
1.	Dues & Contributions	$ 740,000
2.	Cash Carryover	$ 10,000
	Total Income	$ 750,000
	Net Income	$ 80,000

Instructions: Enter cash carryover from last cycle and the estimated dues from membership and contributions. Sum to obtain estimated total income. The difference between total income and total expenditures (A) is net income.

B.	Estimated Revenues and Income	
1.	Carryover from last cycle	$ 75,000
2.	Dues from the Membership	$ 68,500
3.	Contributions	$ 7,000
	Cash Transfers	
4.	Other Income	$ 0
	Total Income	$ 150,000
	Net Income	$ 10,500
	Carryover for next cycle	$ 10,500

(Note: Carryover cannot exceed 10% of total income.)

Line 3 or "CONTRIBUTIONS" should remain empty until the end of the cycle. As funds are obtained from role players during the cycle's interaction, their amounts should be noted on the "Record Sheet" where a running total can be carried. The final balancing of the budget should be done before submitting the worksheet to a role advisor.

III. ISSUES AND GOALS

This section of the worksheet serves two very important purposes. First, it serves as a summary record for the player from cycle to cycle. Secondly, by noting the issues he is pursuing and the goals and objectives he is working on, he also provides his role advisor with the necessary data for the next cycle of play. The form is divided into 3 sections: (a) ISSUES FROM THE METRO-APEX NEWS:

Instructions: As with all other pages in this worksheet, it is important that the pressure group name and cycle number be noted in the areas provided at the top of the page. Put the issue number from the METRO-APEX NEWS and the Alternative your group favors in the first two columns. If there is a project involved in the issue text, or the pressure group recommends that a project be implemented because of the issue, enter the project number in the third column. (A list of projects is available through the Planners.) If an expenditure is projected, note its amount in column no. 4. The Pressure Group Representative is then responsible for watching the progress of the issue as it enters the decision making arena. At cycle's end, he should check to see if the project was approved (entered onto the Politician's worksheet) and for how much. These last two items are entered into columns no. 5 and 6.

Example:

A. Issues from the "METRO-APEX NEWS":

Issue No.	Alt. Choice	Proj. No.	Projected Expenditures	Proj. Approved	Actual Expenditures
169	1		60,000	/	57,000

(b) ISSUES CREATED BY THE PRESSURE GROUP:

When issues not mentioned in the METRO-APEX NEWS are being dealt with and they entail an expenditure of funds, a summary of their content should be stated and any approved expenditures listed. If the Pressure Group Representative should choose to bring about a public referendum on the issue, a referendum number is obtained from the role advisor and entered in column one. The representative will then need to circulate the "referendum" and gather the votes and signatures of a majority of fellow participants.

Example:

B. Issues Created by the Pressure Group:

Issue No.	Issue Description	Approved Expenditure
203	Street Repair in AA5 (Proj. No. 12)	2,000

(c) LAWS, CHANGE, OR OTHER GOALS SOUGHT BY THE PRESSURE GROUP:

All objectives that require expenditures should be listed in either A) or B) of this sheet. Section C is for any other goal sought, such as a change in county rules and regulations or the appointment of a chosen candidate to a public commission. Above all the purpose of this sheet is to maintain a record of the activities and involvements of the Pressure Group Representative in terms of produced outcomes.

Example:

C. Laws, Change, or Other Goals Sought by the Pressure Group:

County or City	Brief Description	Approved?
City	Legalization of Off-Track Betting	No

IV. ACTIVITY SHEET

This sheet serves a dual purpose. On one hand it provides the player with an "appointment book" to record contacts and the purposes of such contacts. In addition, it is a means of double checking that the record of Issues and Goals is complete. In the confusion of the game room it is often easy to become involved in a variety of projects and then, moving on, forget about them. If one or a series of meetings are listed around a specific purpose not covered in the Issues and Objectives Sheet, steps can be taken to correct a possible oversight.

Working with and through the mass media can be an important tactic to a Pressure Group Representative. The bottom portion of the sheet serves to keep a record of such contacts with the media.

Example:

ACTIVITY SHEET

A. Meetings

With Whom	Purpose
1. TV News	Interview on Hospital Needs
2.	
3.	

V. RECORD SHEET: CASH TRANSFERS, POLITICAL CONTRIBUTION

This sheet is intended to be an up to date record of the cash-flow for a pressure group within a cycle. The representative should be aware that only those funds indicated and signed for in the appropriate sections of worksheets for both participants involved in a transaction will, in reality, be transferred.

Instructions: For incoming cash, the role name and number (if applicable) should be noted in the first column and the pressure group name in the second column. For out-going cash, the reverse is true. In either case, the signature or initials of the party whose budget the money is leaving should appear in the fourth or last column.

Example:

RECORD SHEET: Cash Transfers, Political Contributions

_____ Cycle Number _____
(Role Name)

From	To	Amount	Signature
Welfare Rights*	County Politician No. 4	80,850	*
Industry No. 7**	Welfare Rights	7,000	

* Money you paid out (cash transfer), your role name and signature
** Money (cash transfer) income from contributor

VI. NEWS RELEASE FORM

Each cycle's new worksheet will come with a "News Release" form that

can be used to make 2 separate releases to the media by tearing in half. Additional forms are available upon request to the News Media desks. The value of working with the media to create awareness and mobilize support among the elite in the county cannot be over-emphasized, and isn't accomplished by simply turning an item or story over to them. Personal contact with media representatives stressing the importance of the release and pressing for assurances that it will be broadcast are also essential.

Instructions: The cycle number and pressure group name are to be entered in the appropriate spaces. The text of the item should be as concise, informative, and clearly written as possible. Always volunteer to provide any additional information the news reporter may require to prepare the story for publication or broadcast. The final decision to include an item in the METRO-APEX NEWS or the KAPEX broadcast is up to the media and will hinge on their perception of the nature of the story and its importance within the context of other activities in the county. At times this may mean that the story will be handled only as a paid announcement. If so, the cost of publication will have to be discussed and the money transferred to the News Media.

Example:

* _____ Cycle Number _____

Name of the submitting role

NEWS RELEASE: The following is submitted to the News Media for possible Publication.

The Chamber of Commerce today pressed for the passage of new zoning ordinances that would . . .

* Your group name

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CHAPTER 5

ELITE OPINION POLL

Role_____ Cycle Number_____

Issue No.	Alternative

PRESSURE GROUP WORKSHEET

_____ Cycle Number _____
(Pressure Group Name)

2. YEARLY BUDGET

A. Expenditures

1. Subsistence Level $_____
2. Political Contributions $_____
3. Charitable Contributions $_____
4. Other (describe below)

_____ $_____
_____ $_____
_____ $_____
_____ $_____
_____ $_____

Total Expenditures $_____

B. Estimated Revenues and Income

1. Carryover from Last Cycle $_____
2. Dues from the Membership $_____
3. Contributions (Cash Transfers) $_____
4. Other Income $_____

Total Income $_____

Net Income (A-B) $_____

Carryover for the Next Cycle $_____
(Note: Carryover cannot exceed 10% of total income.)

PRESSURE GROUP WORKSHEET

_____ Cycle Number _____
(Pressure Group Name)

3.A. Issues from the "METRO-APEX NEWS":

Issue No.	Alt. Choice	Proj. No.	Projected Expenditures	Proj. Approved	Actual Expenditures

3.B. Issues Created by the Pressure Group:

Issue No.	Issue Description	Approved Expenditure

3.C. Laws, Change, or Other Goals Sought by the Pressure Group:

County or City	Brief Description	Approved?

ACTIVITY SHEET

Role/Agency _____

4. Interagency Coordination

A. Meetings

	With Whom	Purpose
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		

B. Public Information

	Total Number
1. Press Releases	_____
2. News Conferences	_____
3. News Media Interviews	_____
4. Informational Material Distribution	_____
5. News Media Presentations	_____

5. RECORD SHEET: Cash Transfers, Political Contributions

_____ Cycle Number _____
(Role Name)

From	To	Amount	Signature

Summary of Cash Flow for this cycle:

Total Incoming Cash.....$_____

Total Cash Transferred Out.....$_____

Net Balance.....$_____

(Indicate in the left margin column those items that are income.)

Cycle No. _____

_____
(Name of the submitting role)

NEWS RELEASE

The following is submitted to the
News Media for possible publication.

_____

_____

_____

_____

_____

_____

_____

_____

Editors Recommendation: PRINT _____ TELEVISE _____

INVESTIGATE FURTHER OR REWRITE _____

.....

Cycle No. _____

_____
(Name of the submitting role)

NEWS RELEASE

The following is submitted to the
News Media for possible publication.

_____

_____

_____

_____

_____

_____

_____

_____

Editors Recommendation: PRINT _____ TELEVISE _____

INVESTIGATE FURTHER OR REWRITE _____

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CHAPTER 6

Background Information

Chapter 6

BACKGROUND INFORMATION/PRESSURE GROUP DESCRIPTIONS

PRESSURE GROUP REPRESENTATIVE-- STRATEGIES & TACTICS

The optional strategies and tactics of a Pressure Group Representative should take into account all of the following considerations:

1. Definition of your membership

-Who are they?
-What are their interests or demands upon the system?
-What are their powers. . . votes, economic resources, persistance, strikes, boycotts?

2. Definition of the specific goals and actions

-What is the problem (scope, implications)?
-What are some of the optional solutions to the problem (alternatives)?
-What resources are needed for its resolution (projects or programs to be funded, legislation, costs, etc.)?
-What are the "costs" if the action is not taken?

3. Definition of the "Target"

-Who has the ultimate say on the allocation of specific resources needed (Politicians, Industrialists, EQA, sources of funds such as federal and state governments, etc.)?
-Who has the power to push through legislation needed (Politicians, etc.)?
-To what kind of pressures is the "Target" susceptible (votes, money, assistance in manpower and skills, etc.)?
-Who can be mobilized to assist in pressing for a solution (other gamed roles involved, etc.)?

4. Evaluation and feedback for the above steps

-Is it still a pressing and important problem (changes in membership and their goals, etc.)?
-Have other more viable approaches to the problem appeared in the interim, with other perhaps more "reachable" "targets"?
-Is the present strategy having an impact on the system (have you swayed support in your direction, is your membership still with you, etc.)?

Who are your members-- The "News Letter" section of your printout provides you, each cycle, with the number of members in your group for the past year (or cycle). These are dues-paying members, the back-bone of your group, but not necessarily the total support which you can obtain for any particular issue. Additional membership could rally to support you, in numbers and contributions, depending upon the importance of the espoused cause and the vitality of your appeal. The Planners in the game room have available a set of "Socio-economic indicators," relating to the five "Household Types" and cross-referenced to the 29 Analysis Areas of the county. These, combined with a careful reading of the Newspaper and your pressure group "News Letter" will give you additional clues to who your members are, where they live, and what their problems and needs might be.

What are the needs-- Once you have formulated a profile of the membership of your interest group, you should begin to survey the social-economic, political, health and environmental conditions in order to assess the nature and scope of the community's needs and particularly the viewpoint of the people you represent. You might, at this stage, begin establishing some order of "priorities" in terms of the urgency of the problems. During the year's activities your time will become a resource to be allocated carefully. Careful preplanning, prioritizing and organization will assist you in successfully meeting the challenges your group faces. Keep in mind the creation of both "long range" and "short term" objectives. Spending all of your efforts "fighting fires" can be as self-defeating an approach as loosing contact with immediate needs for the sake of utopian goals. The METRO-APEX NEWS and your group "Newsletter" are valuable in describing the problems and needs of the community. Also, and perhaps more important, monitor the current decisions and activities being made during the cycle, such as political decisions, changes in the APEX County Master Plan, and the responses of the other roles to the issues facing the county.

Having established what you perceive the problems to be, search out alternative strategies you believe will be effective and pursue them. When you challenge the "system," your knowledge of the problem, your own powers and your community support, plus a series of alternative solutions are the best ammunition in the fight for your cause. Be willing, at times, to compromise, to obtain a less than optimum outcome, especially when in your judgment and experience, this is temporarily inevitable. Proposed solutions should be as concrete and specific as possible. . . your demands to "implement Special Program XX" are more likely to get action than just "do something about this problem!"

Who or what is the "Target"-- When the membership and their needs have been defined, turn your attention to determining the elements and pressure points of the "system" that can most effectively promote implementation of a solution;

-if monetary resources are required . . . who controls them and is likely to respond to your appeals.

-if social or political policy changes are in order. . . who makes the rules and to what pressures is he susceptible..

A Pressure Group Representative should be expertly aware of the real process by which decisions are made. Go beneath the surface formalities and look for the rationale the "decision maker" applies. What does he or she value, and who besides you is seeking to affect the decision and what are their goals and strategies? In general terms, Politicians respond to votes, political contributions, and support. They may also give way to appeals to social conscience or long range community "best interests." Public protests may be necessary to gain public attention and a chance to be heard. Use of the News Media, the distribution of printed materials, participation in public hearings, etc., increase your visibility and the potential impact you can have on the community. A well organized campaign should use every tool available to focus public attention on the issue at hand and keep up persistent pressure for its solution. Influence is not automatic. . . it must be defined, channeled, and above all, persistently exerted.

A simple diagram is included at the end of this Section. On it are sketched some of the main "functional interactions" of pressure group activities. It could be of value as a checklist of possilbe targets and for developing strategies for achieving your personal and group objectives.

An Evaluation-- The strength of a pressure group leader is often related to his flexibility. Self-analysis at each stage of your activities is essential to maintaining relevance and validity for the cause you espouse. Some of the important questions you might ask yourself are listed under No. 4 at the beginning of this "Strategies and Tactics" section. For further advice, check with your role advisor or other players who might be able to recommend different or perhaps better approaches to dealing with the problems. Feedback and evaluation, as an integral part of your strategies, can be a tool to force yourself to search out innovative new ways of dealing with some age-old problems.

THE APEX COUNTY CHAMBER OF COMMERCE

Formally organized in 1919, the Chamber of Commerce is a grouping of local businessmen who have joined forces to protect and promote free enterprise in APEX County. Among its membership number some of the county's leading citizens: captains of industry and commerce, plant managers, investors, and land developers. Because of this, the Chamber is one of APEX County's most influential political forces.

The popular concept of free enterprise presupposes the acceptance of profit as a motivating and controlling force in business actions. It implies that the consumer decides what he wants to buy and that prices are based on supply and demand in the market rather than politically determined. In every economic endeavor, there is a certain amount of risk. An increasingly important element of this rule is the impact of new public or governmental policy which replaces private decisions with public decisions. Recent years have witnessed a marked increase in the amount of public or political effect upon the economic marketplace; either through overt attempts to control and thereby correct some perceived social/economic shortcoming, or more often, through the indirect impacts of public policy regulation and taxation on a variety of economic decisions. Such areas of influence include: land use vs. land value, pollution control vs. operating costs, public spending vs. disposable income. In general, an ever-increasing portion of each dollar cycling through the economic system is, at some time, directly in the hands of government or passing through some form of governmental control. As the line between public and private economics becomes thinner and more tenuous, the private entrepreneur finds it more and more essential to maintain some involvement in the public policy making process. The businessmen sees this as necessary to protect his capital and profit making endeavors, as well as to keep "free enterprise" an open and viable option. This need to be politically involved for business' sake is one of the prime reasons for the existence and support by the entrepreneurial community of a Chamber of Commerce.

The growth of business in an area such as APEX County requires the continued expansion of what could be called a series of diverse "markets." The most essential of these is the end-point of all commercial ventures. . . John Q. Public, consumer of goods and services. The prospects of profitable enterprise are more favorable in an area that also shows a continued and relatively high growth in population. For the indigenous merchant, such as a local gas station, an increase in people represents a direct increase in clients, sales, and profit. For the indigenous industry, population growth is an expanding labor force. To this end, the Chamber of Commerce pursues a strong, positive public relations policy for the whole community. It seeks to attract new business and industrial ventures by publicizing a favorable public image of the community. The Chamber of Commerce is normally the first contact an interested out-of-town investor approaches; a contact often motivated by a widespread ad campaign in journals and brochures, describing the strong points of the county to prospective businesses. The maintenance of a public image that favors business and commerce is often the justification for the Chamber's

involvement in a wide variety of interests not always directly associated with commerce: well kept and or ornamented streets and thoroughfares, impressive city halls and public buildings, modern airport facilities, and attractive city centers. All of these are contributing elements to the aesthetic appeal of a city or county and, therefore, of importance to the Chamber of Commerce.

Historical Goals

The historical activities of past Chamber of Commerce representatives can be seen as falling into three main areas:

A. A Political Lobby: The representatives of the Chamber have established and maintained through the years strong affiliations with selected individuals in all aspects of the county and city governments. With a political motto of "What's Good for Business Is Good for APEX County," the Chamber has given stout economic and political support to candidates and elected officials favorable to its views. Its ever-present attendance at public meetings and continuous contact with representatives of other community organizations have provided the Chamber with a good feel for the political pulse of APEX County. By working closely with the heads of business and industry, the Chamber of Commerce representatives have often been the most effective lobby group by making their voices heard and presence felt in political decision making. Working closely with both city and county planning departments and the office of CAO/city managers has given the Chamber extraordinary strength while maintaining a strategic "low profile" on politically sensitive issues. For years the Chamber of Commerce representative has been quietly pushing for a new city hall and the updating of the airport facilities in the county. Both of these issues are finally coming to closure now.

B. Public Relations: Of prime importance in this area has been the efforts of the Chamber representative to facilitate the entry of new firms into the county. As investment opportunities appear in the Business Page of each year's paper, the representative has sought to coordinate the efforts of land developers and investors, to deal with planning departments for any zoning variances required, and to pressure the county or city Politicians to construct the water, sewer, and streets needed to accommodate the new enterprise. the Chamber has often played a diplomatic role as "go between" for other community groups whose unrest over social or moral issues threatens the productive calm in the county. Political upheaval, the Chamber feels, can only ha and disrupt the economic marketplace.

C. An Information Center: The Chamber of Commerce has initiated and served as a clearinghouse for the updating of information important to business decision makers. Items of capital importance such as new developments in the county master plan and prospective changes in local rules and regulations affecting industrial emissions and effluent standards, are often the agenda of immediate meetings where the representative can gather with elements of the business community to outline reactive strategies.

Dues Schedule— The basic membership fee of $50 per year sums to only a small portion of the total funds the Chamber handles. The business interests in the county have always strongly and directly supported the efforts of their Chamber, often in a manner proportional to the closeness with which the representative advanced the cause of the local economic climate.

ECO-NOW

Eco-Now, a citizens' action group, was formed in 1967 when a series of air pollution alerts resulted in a number of deaths and incited into action a group of students and citizens who banded together around the common cause of "doing something about the environment in APEX County." Over the years and under the guidance of a series of dynamic leaders, the group has channeled its energies more and more towards a concern for the total "human environment" in the county. Recent concern has included such topics as welfare, population control, and the decreasing freedom of the individual as well as the quality of the physical environment (air, water, housing, parks, etc,). The group has felt that all too often these various issue areas are interlinked and, to bring about change in one demands a willingness to take a stand on all.

Geographically, group supporters tend to come largely from middle class neighborhoods (particularly the suburban areas of AA's 17, 18, and 19), the university campus, and the newly expanding sections to the southwest and northeast of Central City (AA's 12, 25 and 14, 15). Over the years there has been a marked increase in the militancy of the group. This has probably been due, on one hand, to the overall failure of government and policy makers to take adequate and, at times, drastic measures required to improve otherwise deleterious situations. On the other hand, the group's strength has grown thanks to a series of small victories than enhanced an awareness of the possible power unified citizen action could have within the structure of local government. These victories included the reversal of a series of variances that had been awarded to local industry as political favors. This served to keep the pressure on industry towards compliance with air and water quality standards. It also resulted in the defeat of at least one local Politician, when the public became aware of the bribery and corruption that had motivated his defense of polluters. More than a victory in and of itself, this instance served to reinforce a lesson in environmental politics: that really consequential and long range change can only be achieved through a cooperative and wholistic approach to the problem area. If it takes shutting down an industry to safeguard the air mass of APEX County, then, at the same time, provisions in the way of unemployment compensation, welfare, and even retraining should be brought about to allow ~~for a continued~~ functioning of the system. Otherwise, one of the costs of solving one problem could be a rash of new dilemmas, and the final balance often tilts away from change and towards the permanence of an uncomfortable status quo. . . the "better of two evils."

It was once proposed that Eco-Now adopt the phrase ". . . continuing public awareness" as a group motto. Although this never came about formally, the theme it represents has become a rallying point for the core membership of the organization. The largest single challenge facing Eco-Now as a group

of citizen activists has often been simply maintaining a level of public involvement in local problems that was high enough and long lasting enough to overcome the resistance and inertia of governmental structures. An extremely useful tool in accomplishing this has often been the cooperation of mass media in the county, something that Eco-Now has traditionally fostered. In addition to paid ad campaigns and a continuing flow of news releases to the media, the group has often directed its time and efforts towards in-depth research into the "full implications" of certain policy alternatives facing the county's elite decision makers. The products of such investigative efforts have often been mutually beneficial to the mass media and Eco-Now.

The growth of public concern over the pollution problem involves some psychological factors. At a time when APEX County is deeply divided on fundamental political questions, an issue regarding pollution which at least verbally unites everyone is not only of political value to office seekers but also of psychological value to members of the general public. Thus Politicians may stress concern with pollution as a way to avoid dealing with more devisive matters. The unifying aspects of the issue are reinforced by perceptions of who or what is responsible for pollution. Usually, technology is blamed.

No group opposes pollution control per se. Clean air and clean water have joined the ranks of motherhood and apple pie in the APEX County political pantheon. However, some groups seem clearly more in favor of pollution control than others, and yet beyond the relatively simple "pros and cons" of pollution control per se, lies the growing dilemma of at who's cost! Industrial polluters tend to be at the core of much of the opposition to stringent pollution controls. The dilemma of the polluting industry is not difficult to understand. Pollution control equipment is expensive, and it adds nothing to the value of the goods produced. Insofar as a company is in business to make money, pollution control is generally bad business. A survey of the alternative methods of paying for the controls on pollution form an often deceptive path that leads right back to the consumer; through the increased price he must pay for the goods industry produces. Eco-Now has, in the last year, been studying other forms of funding pollution control costs such as governmental subsidies, tax rebates, capital depreciation allowances, etc., from either local, state, or federal levels. The rationale behind this proposed approach is that the competitive price market industry must face is the greatest obstacle to prompt pollution control.

It requires a much higher degree of commitment and sophistication to do something more about pollution than simply to worry about it. The problem must be seen as one which government or some other group can do something about; there must be knowledge about what kind of action an individual can take; and there must finally be a willingness to give the time and effort to take the action.

1. Because the "how of the electoral process can have considerable effect on the quality of "who" is elected, the League has over the years maintained a strong interest in electoral reforms. Although the specific legislation that could garner the support of the group has not yet been defined, the Good Government League has studied a variety of alternatives in the areas of campaign funding and political contributions. Until resolved, this is likely to continue to be of strong interest to League membership.

2. In a democracy, the maintenance of a high level of citizen participation in the process of government is considered to be of primary importance. The League has sought to accomplish this particularly in the area of participation in the planning process. These activities have concentrated on continuously watch-guarding the county and city planning departments in an almost "liaison" fashion, promoting scheduled public meetings, preparing briefs on community issues of a policy nature, and seeking to constantly increase the departments' responsiveness to citizen opinion. In many instances the League's close work with the department has become an alliance where the citizen support generated by the League increased the legitimacy of the Planners' recommendations.

3. With a general interest in any set of issues where the need for a better governing structure is seen, the Good Government League has often found it effective to join forces with various other groups in search for common goals.

Dues Schedule

The average contributing member provides $15 to $20 per year to the League. Additional funds often appear as "special contributions."

THE APEX COUNTY COMMUNITY COALITION

Aside from the people themselves, one of the next most important elements in constituting a "community" is its housing. The APEX County Community Coalition is a group of citizens who have united as a result of disenchantment and unrest about housing conditions in APEX County. Their concern is particularly directed at such areas as: The Central City, where urban blight and deterioration are rapidly eroding a once proud and bustling metropolitan center; the expanding townships (such as found in AA's 23, 24, and 14) where rapid and uncontrolled residential developments (for example, "Maple Grove") are giving rise to strident citizen complaints of inadequate municipal services. The Community Coalition feels that there are several common factors at the root of all such housing problems:

1. That the most critically important decisions such as <u>what</u> is to be built, <u>where</u> it is to be located, and <u>to whom</u> it will be available are most often made by private developers without due consideration for community-wide impacts.

2. That the difference between a "house" and a "home" is more than just love or family. It is also made up of phenomena such as street noise, traffic dangers, proximity to schools and work and other municipal services. These, although important, seldom receive adequate consideration and the unwary individual homebuyer often feels victimized when he discovers these problems.

3. That housing, more than most other human activities because of its permanence and cost, requires really long-range planning. This seldom occurs. Existing homes, without long-range neighborhood plans deteriorate to slums; new construction fails to keep pace with population growth; both have heavy costs, both financial and human.

4. That the activity of creating adequate housing is a complex one, requiring the coordinated participation of many new independent actors. These include prospective home residents with defined needs, investors with capital, planners and policy makers with the capacity of controlling the setting a residence occupies and a builder with the skills to erect the physical structure. Most often the linkages between these various actors are never fully established. What does result occurs by chance not plan and reflects it through its inadequacy to satisfy human needs.

These four observations summarize the results of studies carried out through the efforts of the Coalition. More than anything else, they have underlined the felt need by concerned citizens to make operational the changes they seem to suggest. In facing this challenge, the Community Coalition has mobilized widespread support, particularly from homeowners in areas where immediate issues threaten to compound an already serious problem.

Goals and Strategies

In the years since its creation, the Coalition has established a strategy of simultaneously working on two fronts. Realizing that immediate support was required to make the group an acknowledged and effective interest association in the political arena, the group representatives have sought to respond in an active fashion to all issues that involved or affected homeowners. This has meant fighting property tax increases, general obligation bonding, zoning variances that threatened the residential nature of an area and an ongoing battle against the construction of the proposed St. Joseph's Connector. In general terms, the Coalition has supported efforts of Politicians interested in "good housekeeping" (such as street maintenance and sewer repair) while taking a cautious and conservative stance towards new capital projects that could encourage erratic or unplanned development and add tax burdens to homeowners.

The other, and what could be called "long run" strategy of the Community Coalition, has been directed at a careful analysis of housing problems in the County. This has included the studies behind the four factors of housing mentioned earlier. The Coalition has been working closely with city and county planning departments, and building a broad base of support among the elite of the county. The Coalition has felt that the quality of homes and residential arrangements are fundamental, a part of man's basic needs and therefore (should be) guaranteed on a par with nutrition, health care, and civil rights. Reaching this ideal often doesn't happen through autonomous builders' efforts and yet ideally shouldn't require massive public expenditures for housing. Yet, elements of both could result in a process whereby men and women, young and old, could be assured quality housing at a reasonable cost.

THE SIERRA CLUB

"The American spirit can only survive in a land that is spacious and unpolluted."
-John Muir, 1890

Already, in the 1890's, John Muir foresaw a portent of things to come. The Eastern seaboard of the United States, in the roughly 100 years since its full scale occupation by European immigrants, had lost a lot of its rich natural beauty. . . farm lands replaced forests, towns mushroomed in riverside clearings, and the woodland paths that once knew only the silent movement of deer, now rumbled under the creaking wheels of commerce that moved a booming economic and demographic growth. What frightened John Muir most was the steady movement West of this man made metamorphosis of the countryside.

John Muir was a naturalist with heart-felt convictions about man's relationship to his environment. "Man should come as a visitor, to learn, not to leave his mark," he is quoted as saying, and in a life time love affair with the great outdoors, Muir hiked the Pacific coastal ranges and Sierras from Southern California to the Canadian border. The accounts he wrote during his walks constitute some of the first descriptive mapping of inland Pacific Northwest, mirroring the awe-inspiring landscapes he saw, from the massive ruggedness of "El Capitan" and what later became Yosemite National Park, to the delicate beauty of flora and fauna he found and noted along the way: to ". . . enable people to explore, enjoy, cherish the wild lands that are their heritage. . ." John Muir, in 1892, founded the Sierra Club and described its functions as follows:

1. To expose people to the beauty of the wilderness, and thereby make them its most ardent defenders.

2. To strive for the creation of a "National Parks" system and forest service to maintain, protect the natural monuments and facilitate their visitation and enjoyment by the "people" to whom they belong.

3. To protect against encroachment and destruction those sites of rare and irreplaceable beauty. (Some of the first confrontations were over the building of dams, with the U.S. Army's core of engineers.)

4. Publications, education, conservation. . . make a whole nation aware and sensitive to the need of insuring that generations to come might still be able to witne-s nature at her best.

"To Rescue These Untrammelled Places". . .

The Sierra Club has over the years established itself as one of the foremost defenders of the "irrational degradation" of the countryside. Among its many accomplishments are the partial responsibility for the founding of the National Park Service, the Forest Service, the Wilderness Preservation System, and the Wild & Scenic River System. In many instances, the Club has

succeeded in organizing into parks areas destined to be flooded behind dams, or more recently, through court battles blocking to a standstill, oil drilling activities in the Southern California Palisades. The policy of the Sierra Club has been to "watch-dog" land development and use that might tend to destroy natural beauty and open spaces, areas of remarkable scenic attributes. They have often succeeded in shielding them through their incorporation into national or state parks. An activity that started in 1892, the Sierra Club has preserved for today, and today's people, a heritage of scenic western countryside and wild lands that might have otherwise fallen to the blade of short-sighted development.

Past Goals

The APEX County chapter of the Sierra Club has sought in the last year to establish close working ties with both county and city planning departments. The Club has felt that only through a very direct involvement at the planning stages, could the use of land in APEX County respond to some "non-profit" considerations such as the aesthetic attributes of a locality, or the simple need to keep a certain amount of "open-space" in an otherwise crowded urban community. Some of the specific thrusts have been:

1. Channeling citizen inputs into the Master Planning process, seeking to mobilize citizen support against the pressures of Developers and land speculators for high density residential development, and the selection sites for future industrial and commercial growth that minimizes environmental impacts and urban sprawl.

2. The Club has actively sponsored the creation of a series of parkways and open spaces that would leave the legacy of nature to more than just the rich. Within easy access of Central City residents, these parks would serve as natural breaks in the growing concrete maze of the city. It has been suggested that a joint city-county effort be launched to purchase strips of land on both banks of the rivers that course the county and that these lands be cleared, planted with greenery and built up with bike-paths and picnic facilities for the enjoyment of all county residents.

3. The area surrounding Lake Elliott has over the years been a continuing and unresolved concern to the Sierra Club. The abuse of the lake shores by commercial tourist-business to which it was originally dedicated has now left the blight of abandoned motels and restaurants attracting only sparsely the trade that once boomed. The Club hopes that a dynamic campaign to clean up and clear the are could also return to Lake Elliott some of its original attractiveness and, through controlled use, enjoyment and recreation for local residents.

THE APEX COUNTY UNITED LABOR COUNCIL

The first comprehensive legislative act governing relationships between employers and employees was the National Labor Relations Act, known popularly as the Wagner Act. Passed in 1935, and based on the theory that industrial strife and unrest were caused or prolonged by the refusal of employers to bargain with employee organizations, this act was hailed as a great charter of freedom and democracy in the field of employment relations.

In essence, the Wagner Act required employers to bargain collectively with duly constituted representatives of their employees, and protected the rights of employees to organize and negotiate by prohibiting discrimination against those who sought to exercise such right. This meant that employers could not wrongfully discharge or discipline such employees or otherwise prevent their engaging in the protected activities.

To implement these policies, the Act set up machinery for the conduct of elections among employees for the purpose of choosing their bargaining representative. It created a National Labor Relations Board to conduct such elections, to certify duly chosen representatives of employees, to investigate charges of employers' refusal to bargain and other unfair labor practices, and to compel the discontinuance of such practices.

The clause in the Constitution which gives Congress the right to pass such legislation is the so-called "commerce clause," granting the federal government the power to regulate commerce ". . . among the several States. . ." (Article I, Section 8). Modern interpretation holds that this power includes not only the regulation of interstate commerce itself but also the regulation of matters which affect such commerce. And, the Wagner Act maintains that unsatisfactory employee-employer relations do affect such commerce. It points out that the denial by some employers of the right of employees to organize and the refusal by some employers to accept the procedure of collective bargaining can lead to strikes and other forms of industrial strife or unrest, which have the intent or the necessary effect of burdening or obstructing commerce. . .

The Act then goes on to say that "Experience has proved that protection by law of the right of employees to organize and bargain collectively safeguards commerce from injury, impairment, or interruption."

In 1947, as a result of various dissatisfactions with or deficiencies in the Wagner Act, the Eightieth Congress passed the revision of it which has become popularly known as the Taft-Hartley Act. This Act imposed obligations upon employees similar to those which the Wagner Act had imposed upon employers--that is, to bargain in good faith, and to not commit unfair labor practices, such as "wild-cat strikes." It also set up some new ground rules dealing with election procedures for bargaining groups, and made numerous other changes.

One of these changes was to set up the provision that professional employees should not be included in the same bargaining unit with nonprofessional employees. A most important change brought about by the Taft-Hartley Act is the right of all employees, professional or nonprofessional, to set up a separate bargaining unit. The right to choose one's bargaining unit has enhanced the formation of a number of unions throughout APEX County. As a result, unions have sprung up to represent the auto workers, meat cutters, electrical workers, garment workers, restaurant employees, and retail clerks.

Recognizing the potential impact of a collective labor voice in politics, the APEX County United Labor Council was formed to develop a wider, more representative base for the working man. Established in 1958, the A.U.L.C. is emerging as a potent political force, and one through which the variety of smaller unions can have an effective voice in public policy.

Since its founding, the APEX County United Labor Council has seen its interests growing into two broad areas of concern:

1. Within the Labor Community, the A.U.L.C. has served an important brokerage function between its often small member unions and management. The Labor Council offers a broad array of services to unions ranging from professional labor negotiators and arbitration teams through legal advice and assistance in the chartering of new employee groupings. To management or employers, the Council represents an often acceptable "third-party" in the settlement of disputes. With a perspective on labor problems that spans the wider picture, the Labor Council is often now capable of proposing solutions and compromises acceptable to both workers and employers.

2. Between the Labor Community and Local Governments: The voice that speaks for the block of votes that Labor Unions control is in most Politician's opinion, worth listening to. This was and continues to be the key reason for the creation of the APEX County United Labor Council. The political platform of A.U.L.C. is by and large conservative and middle-of-the-road, mirroring the attitudes and ideals of the vast majority of employed middle class Americans. Most of the resources and efforts of the Council are directed toward a "watch dog lobby" that has established the reputation for quick and powerful reactions to policies and decisions, in the political arena, that encroach the rights of its members. Due to its status-quo orientation, the labor lobby has rarely supported massive change, rather it has often, through its backing, guaranteed the success of incremental changes consonant with its policies and ideals.

Past Goals

The last several years has seen a growth in the strength of the APEX County United Labor Council as a political lobby force in the county's governments. Some of the involvements of past representatives have been in the areas of housing, manpower training and employment programs, and for the provision of educational and recreational opportunities for the working man and his family.

1. Housing: The Labor Council Representative has sought to coordinate county-wide activities of Developers, Industrialists, County and City Politicians and Planners to lead to the construction of middle and low-price housing within easily accessible to areas of high employment. Existing housing in Central City and near to the major industrial areas of APEX County is predominantly old, decaying, and in blighted areas. Proposals of development in the outlying areas combined with mass transit arrangements have been suggested, but no clear course of action has yet been defined.

2. Manpower training and employment: As the type of industry and level of automation has changed, the Council has seen its responsibility as sponsoring and supporting a variety of manpower training and employment programs. These programs are geared to retraining workers for new tasks as well as equiping a new generation of employees with the skills needed by the employment market. These programs have ranged from industry based, in-house-training efforts through publically funded agency activities at both city and county levels. Cooperative arrangements through local junior and community colleges where labor, industrial employers, and government could get together to face the issue have also been suggested. The Labor Council has begun to serve as a clearinghouse of information to coordinate manpower needs and the human resources available to meet them.

3. Educational and Recreational: The Labor Council has felt that its duty to its members does not end with the negotiation of wage contracts and grievance disputes but should also encompass other important aspects of a worker's life. To this end, the Council has sought to direct some of its efforts in the support of recreational and educational provisions for the union man. These provisions have included such things as parks near Central City areas, public transportation to areas of recreational interest (such as Lake Elliott) and, in the area of education, the development of special programs designed for the working man interested in furthering his education through evening classes, intensive courses, and academic credit for job-related experience.

THE INTERFAITH CHURCH COUNCIL

In the early 1960's, a group of clergymen from various denominations began meeting to discuss the social responsibilities of the churches in APEX County. Out of these gatherings emerged the Interfaith Church Council as a recognized interest lobby for the religious community. The Council has enjoyed the firm support, through the years, of the Episcopal, Presbyterian, Orthodox Judaic, and Catholic churches. To a lesser extent and only in very specific instances, the Baptists and other smaller fundamentalist groupings have joined in the Council's efforts. When united around an issue of interest and concern to church members, the Council is capable of mobilizing respectable amounts of public support. This fact has made the ICC a powerful contender, particularly on issues having moral or humanitarian overtones.

The "render unto Caesar. . ." attitude of many church goers has tended to make the Council a reluctant participant in the arena of political activism. Due to this, the majority of the ICC's efforts have been directed at the often vague objectives of "moral decay" in politics and the support of attempts to "do something" about social ills such as poverty, juvenile crime, and broken families. Over the years these efforts have varied in degree of intensity and at times disappeared altogether from the political front. In the last few years, under a succession of dynamic and involved leaders, the Interfaith Church Council has broadened its field of interest to many areas beyond those usually attributed to churches.

Recent Goals

The recent goals of ICC could be grouped under 3 headings:

1. The integrity of politics, politicians, and political institutions: The Council has joined the efforts of other community organizations in searching for a legislative or regulatory means of rectifying the inequitable, and often criminal, activities associated with the electoral process. This has included issues such as campaign funding, a code of ethical behavior for political officials, and the increased participation of the socially disadvantaged in the political process. ICC has, in many instances, been the spokesman for ghetto groups seeking a voice in public policy on issues of housing, welfare payments, medical facilities, etc. This "spokesman" role has often been more of a matter of gaining the attention of political figures, rather than a firm support for what these groups have sought to achieve. The "right-to-be-heard" is something the Interfaith Church Council finds a strong internal base from which to support a wide variety of causes.

2. Social Welfare: It is in this area that the social consciousness of church members is implemented. In its original organizational charter the ICC stressed as its core reason for being:

> ". . .to strive for the functional implementation of those doctrines shared by all religious communities: mainly, charity and love towards those whose lot isn't a kind one and a helping hand to those whose fortunes have gone away. Only by doing in this way is the ultimate humanity and its relations to the divine found."

In fulfilling this pledge, the Council has been involved in numerous activities, sometimes as sole sponsor but more often as a broker to merge problems and resources. Through its efforts, numerous welfare programs directed at specific needs such as the handicapped, fatherless families, free clinics, and even a yearly "Town Fair" organized for Central City dwellers. Interest in this area on the part of member churches and church goers is bound to remain strong and grow with time.

3. The Family: In the 1950's the Catholic Church initiated a world-wide program titled "The family that prays together, stays together"; this program was directed to the preservation of the root of all social structures. . . the integrity and strength of the family unit. Consonant with this goal, the Church Council has attempted to operationalize this objective on a wider scale. ICC has sought the creation of additional family-oriented recreational facilities accessible to downtown residents. They have also fought for county and city funding of counseling centers to be staffed by church volunteers, where anyone, be they father, mother, or child, could turn to find sympathetic ears and guidance towards a better familial understanding and problem solving. The Council has more recently undertaken to study the possible indirect variables that impact on the family such as housing characteristics (availability, size, location in reference to work, play and worship, etc.), the school system (teacher-pupil contact, school hours, subject matter, etc.), and the working-mother phenomena. The potential role of the Council in seeking the implementation of what such studies may recommend is seen as invaluable.

Corruption, drugs, prostitution, minority rights, gambling, welfare, and charity. . . these are moral questions that, for better or for worse, are being handled in a political arena. The Church must be heard on these issues, wherever they are decided upon; to the man of good conscience, silence is the sin of omission.

THE APEX COUNTY MEDICAL ASSOCIATION

The APEX Medical Association was formally organized in 1919 as a chapter of its national counterpart, the American Medical Association. Its reason for being was then seen as a response to the need to continuously up-date the knowledge of individual physicians and thereby keep them abreast of the very rapidly expanding field of medicine. During this time the Association's activities were by and large in the area of publishing and contributing to professional journals and meeting to share and compare experiences in the practice of medicine. Nearly 100% of the doctors in the county were active in the Association and content with its performance.

With the passage of time, several changes occurred that questioned the legitimacy of A.M.A.'s status quo:

1. As the county grew in population, the number of doctors increased and the Association found it harder to maintain the consensus upon which its existence was based. As a new generation of doctors began practice in the county and joined the A.M.A., they often questioned the conservative nature of the Association and pressured internally for a more active organizational involvement in the wide array of social, political, and economic issues being played out in APEX County.

2. The appearance on the historical horizons of the concept of "socialized medicine" threatened to create a serious rift among the A.M.A.'s membership. Here was an issue that carried the potential of seriously affecting the doctor-patient relationship as well as the whole environment within which medicine was to be practiced; yet this issue was to be apparently decided in the political arena. At the national level, the lobbying effort of the American Medical Association intensified to block any legislative change in the status quo; a response many doctors in APEX County felt was not giving due consideration to the merits of other legislative proposals.

3. The rapid growth of health insurance groups, the appearance of Helath Maintenance Organizations (H.M.O.'s) and Medicare/medical prototypes soon displaced the individualized "fee-for-service" approach of the past. With this change came also the felt need by doctors to take a more active part in the design and implementation of policy setting and the administrative systems that such approaches to health care delivery required. One of the ways in which this need was manifested was through internal pressure for a more active involvement of the APEX Medical Association in all aspects of the "Politics of Health."

The response of the A.M.A. to these changes, both internal and external, has been mixed, contradictory and often against a background of conflict. For the first time in its history, both the American and the APEX Medical Associations have witnessed a decrease in both the quality and quantity of membership support. There have been proposals of forming a separate organization that could seriously cut the A.M.A.'s power as a professional association. Such proposals are bound to gain impetus unless some effort is made to establish a clear statement of policy that could represent the interests of a majority of physicians in APEX County and the nation.

Recent Goals

The representative of the APEX Medical Association has begun a process of responding to his physician members in several ways:

1. By changing the emphasis of the Association away from its strictly "technical knowledge sharing" roots and towards a more active and involved participation in all aspects of the community decision making machinery. Noteworthy among these has been his work with the Comprehensive Health Planning Council and the very active participation in various task forces established to study aspects of health care delivery in APEX County, and his work with the APEX Hospital Council in searching out new ways of providing better facilities for practicing doctors.

2. Over the last year, the representative has sought to establish some form of a "Health Care Systems Review Board" that would have a hand in protecting consumers and doctors alike from the administrative abuses of some forms of health care delivery. It was felt that the licensing of H.M.O.'s would be of particular interest to this board, if appropriate county regulations could be enacted.

3. With the maxim of "equal care for all" in mind, the representative has sought to work closely with the economically disadvantaged and minorities in searching out cost effective means of meeting their often critical needs for health services. This has been manifested in the representative's volunteer advisory capacity to the county board in what concerns the location, operation, and supervision of existing and new county facilities such as clinics, hospitals, etc.

4. An issue of continuing importance is the status of the County Hospital. Threatened with the revocation of its accreditation due to the basic inadequacy of its plant, the representative has sought to organize a task force. This task force's aim would be the total functional reassessment of the hospital and the recommendation of a course of action to the county board. The recommendations would include such considerations as renovate versus

rebuild, sitting, scope of operation, etc.

5. A concern of continuing and growing importance to the group representative has been the creation of a set of group goals, policies and bylaws that could be representative of the medical profession in the county. Without these it can be expected that the strength of the Association will continue to be sapped by internal dissent.

Dues Schedule

Each member-doctor has in the past contributed $150 per year to the operation of the Association. The membership has ranged in the area of 200 to 250 contributing doctors.

THE APEX COUNTY HOSPITAL COUNCIL

The Hospital Council is a voluntary organization of health services administrators supported by affiliated hospitals in the region. Established in 1933, the Hospital Council has been a vital force in developing the health care facilities. Although not all hospitals in the region are members, a substantial proportion are represented including the five hospitals specifically described in the APEX County Health Report. A detailed listing of the hospitals in the Council's service area and their relationship to the association is detailed in Table 1.

Up until the last seven years, the membership in the association has been fairly stable and most administrators have been reasonably satisfied with the association's activities. However, with increasing governmental intervention in the health field, there is a certain unrest among a number of administrators. This unrest can be generalized as follows:

1. Porprietary Hospitals. Most often these facilities are owned by a physicians' group and generally are opposed to any governmental intervention. They acknowledge that over the years, there have been some unscrupulous operators but can point to the efforts of the Hospital Association in urging these operators to change their ways. Generally they feel that self-policing can be most effective in ensuring high standards of patient care. Moreover, the profit incentive serves as vehicle for maintaining a cost-efficient operation. Rules, regulations, governmental intervention, and the like only serve to reduce this cost-efficiency method, thus in the long run, costing the taxpayer and the consumer unwarranted expenses.

   Because of the Hospital Council's support of the APEX Area Comprehensive Health Planning Association (AACHPA) a number of the member hospitals are considering cancelling their membership-- possibly to form a new hospital council which can be more effective in reducing or retarding the influence of governmental bodies. Should the Hospital Council take a strong stand against governmental intervention, the proprietary hospitals would again strongly support the organization. Moreover, the proprietary hospitals which are non-members would most likely join the association.

   However, this is not to suggest that the establishment of a regulatory body would necessarily lead to a mass exodus of proprietary hospitals. The majority of these administrators recognize that some governmental intervention is inevitable and possibly even beneficial. The key issue is the form which this intervention will take and the expertise and sensitivity of the governmental officials to the needs of the hospitals.

2. Non-Profit. At one time most non-profit hospitals were religious affiliated; but over the years, there has been an increasing trend toward community based and controlled facilities. To some extent, these individuals share the views of the proprietary administrations with regard to governmental intervention. Yet the non-profit hospital administrators recognize the need for some controls to prevent indiscriminant competition among facilities. There is some concern that the for-profit hospitals would skim off the easily managed high profit-low cost patients and leave the non-profit and governmental hospitals to care for the more difficult patients or those whose care requires treatments which, because of a low volume, lead to higher costs. The non-profit hospitals take great pride in the fact that they are in business to serve the needs of their community.

   The non-profit hospitals have been the strong members supporting the activities of the Hospital Council. They recognize the need to eliminate the fragmentation, duplication, and overlap of facilities. To some extent they welcome the efforts of the Comprehensive Health Planning Agency in attempting to resolve this problem. Yet they also are reluctant to have this agency granted the power to strongly shape the health care delivery system. The non-profit hospital feels that through its close association to their community, they are in the best position to analyze the needs and respond accordingly. In this regard, the non-profit hospitals would desire to have the A.A.C.H.P.A. approve any plans which give evidence of community support and meeting community needs.

   The non-profit hospitals, who are not members of the association, are leaning towards joining. The key element in their decision will be how influential the Hospital Council is in ensuring that Health Planning Agencies do not develop into strong, regulatory bodies but act instead as a public forum for problem identification and then allowing the individual facilities to take appropriate action to ameliorate these. The hospital must be the center of health care delivery and local autonomy (non-profit hospitals relating and meeting the needs of the community rather than at the whim of an agency far removed from the action) must prevail if adequate high quality health care specific to community needs is to be provided.

3. Governmental Hospitals. As a general rule, the governmental hospitals have favorably viewed the efforts of the APEX County Hospital Council. Lately, however, this affection has waned, not as a result of any particular action of the Council but more as a result of changing funding mechanisms. In the earlier years, the governmental institutions would use the auspices of the Hospital Council to garner public support for increased funding. In these years, local governmental support of their hospitals was woefully poor; but now, with Hill-Burton, Medicaid and Medicare, this has changed. Today governmental hospitals feel more independent of the Hospital Council trusting the ability of

local Politicians to extract ever increasing state and federal support for the county and municipal facilities. The advent of revenue sharing can serve to enhance the independence of the governmental hospitals; although, if they feel they are not getting their fair share, they will enlist the support of the Hospital Council in swaying public opinion in a favorable manner.

Past Goals

The philosophical framework of the Hospital Council is best expressed by the objective stated in its bylaws:

> "To serve hospitals and their patients through the exchange of ideas, and through the development of sound hospital administrative policies and methods that result in higher quality care at the lowest possible cost, and in encouraging and promoting all activities which provide more effective use of hospital facilities, equipment, and personnel and further the goals of the voluntary health system."

The Council director has been responsible for undertaking those activities which enhance the fulfillment of the Association's stated objective. In this regard the director should:

1. Serve as a forum for problems affecting member hospitals and as a clearinghouse for exchange of information.

2. Bring to the attention of the membership changes in laws, regulations, policies, and so forth which may affect the operation of hospitals.

3. Develop policy and position statements with regard to health issues and legislation including the development of legislation favorable to the needs of the member hospitals.

4. Influence wherever possible public opinion and policy maker actions in a manner which is favorable to the goals of individual hospitals and the association.

Dues Schedule

1. Proprietary and Non-Profit Hospitals
   $20 per bed

2. Governmental Hospitals
   Flat fee of $2000

This schedule has resulted in the following income:

Proprietary Institutions	186 X $20 =	$ 3,720
Non-Profit Institutions	1646 X $20 =	32,920
Governmental Institutions	3 X $2000 =	6,000
		$42,640

TABLE 1
HOSPITALS LOCATED IN APEX HOSPITAL ASSOCIATION
SERVICE AREA

	Hospital	Ownership	Bed Size	Membership Yes	Membership No
A.	APEX Hospitals				
1.	Quality Care Hospital	(N)	455	X	
2.	St. Peter's Hospital	(N)	320	X	
3.	APEX County Hospital	(G)	160	X	
4.	APEX General Hospital	(P)	79	X	
5.	University Memorial Health Center	(G)	126	X	
B.	Outlying Facilities				
1.	Cottage Hospital	(N)	115		X
2.	Ionia County Memorial Hospital	(G)	65	X	
3.	Ionia State Hospital	(G)	735		X
4.	Grand View Hospital	(P)	72	X	
5.	Borges Hospital	(N)	450	X	
6.	Bronson Methodist	(N)	421	X	
7.	Memorial Hospital	(P)	76		X
8.	Mason General Hospital	(P)	43		X
9.	Morenci Area Hospital	(P)	35	X	
10.	Martin Place Hospital	(N)	269		X

CODE: P Proprietary
N Non-Profit
G Governmental

THE GOOD GOVERNMENT LEAGUE

Local government in APEX County was designed for a simpler day when people were fewer and the line between city and county was clear. The city/county area has grown by patchwork additions and is now a crazy quilt of overlapping jurisdictions, costly in higher taxes to the homeowner and businessman alike.

Fragmentation damages the financial as well as the political health of local government. Traditionally it was assumed that a family lived, worked, shopped, and sent its children to school within the boundaries of one unit of local government. But such is rarely the case today. In general, it is Central City which suffers most to provide extra streets, police protection, parks, libraries, and other facilities for expanded daytime populations of suburban residents they cannot tax. Blight in cities, inadequate services in the suburbs, jammed highways, polluted water and air-- these are warning signals of sickness in urban communities. Many of these problems reflect ills in the structure of local government.

Winston Churchill is quoted as saying: "We shape our buildings, but then our buildings shape us". . . and the same "shaping" appears in the administrative and institutional structures defined and legitimized as "governments." Regulatory bodies powerless to enforce regulations, elected officials without defined duties and responsibilities, public agencies funded to service consumer citizens at unspecified levels within ill-defined jurisdictions; such general examples of "structure" based difficulties in governments abound and are the core concern of the membership of the Good Government League of APEX County.

Organized and chartered in 1952, the League was originally an attempt by a group consisting primarily of college professors and students to have some impact, through citizen activism, on what was perceived as a classical example of "bad local government." The roots of most problems the county faced at the time were seen to be in the inadequacy of the existing institutions to properly react to problems. This inaction occurred in spite of the fact these institutions were often staffed by well qualified and dedicated men. One of the first challenges the League successfully undertook was the reassessment and ensuing definition of electoral jurisdictions that created the current Wards and Townships. The League has continued to draw much of its support from the university community but over the years has also attracted a wider following that includes many middle class technical and professional Apexians.

Recent Goals

The core objective of the Good Government League is best summed up in prelude to its bylaws: ". . .to mobilize support and assist in any thrust aimed at increasing the effectiveness, representative nature, and justice of any institution of government in APEX County." In carrying out this very ambitious purpose, past representatives of the League have pursued the following:

Percent Goals and Strategies

In accepting the challenge to "do something" about the total human environment in APEX County, Eco-Now has outlined broad long range goals and strategies that include the following:

A. To act as a clearinghouse for information on issues and problems in APEX County that have "environmental connotations." This has included establishing both personal and media based communication linkages among the various entities, both public and private, that have some interest in the quality of human environment.

B. To identify environmental issues, stimulate public attention and awareness about the problem areas.

C. Propose through careful study and analysis a stance that could lead to effective policy, lobby in favor of such policy.

D. To represent the public's environmental concerns at any and all public forums.

Some of the specific activities Eco-Now has sponsored include:

1. Working closely with public agencies mandated to deal with environmental quality. This has included mobilizing public support to insure these agencies a proper level of funding with which to carry out their work and constant supervision over the programs of these agencies to insure that optimum results are achieved with the expenditures awarded.

2. Eco-Now has fought since its beginnings for a more strict application of meaningful penalties against offenders of existing environmental legislation.

3. Eco-Now has assisted with expertise and manpower in the drafting, proposal of, and passing of more carefully defined legislation to protect APEX County from further degradation of "eco-systems."

3. In recent times, Eco-Now has been actively engaged in the "Energy Crisis" as it seems to become an issue in APEX County: It has sought to compile data on alternate sources of energy, such as atomic and geothermal, and inform the public on strategies for the conservation of energy.

Dues Schedule:

Small, voluntary contributions.

THE LEAGUE OF WOMEN VOTERS

The League of Women Voters is an organization formed to promote political responsibility through informed and active participation of citizens in government. This organization was initially set up in APEX County in 1959 by a group of white upper-middle class housewives interested in changing APEX city government. A year ago, however, the League of Women Voters was reorganized and successfully recruited a broad section of the community, male and female alike. Due to this reorganization, the League has expanded its membership and in the last year has been quite active and influential. They are now recognized as one of the more powerful citizen groups in APEX County.

The League has set before itself the broad goal of identifying those things that thwart and limit human potentialities. The League works with a strategy of attempting to understand the underlying causes of many political issues. It supports no political alliances, nor will it stand in defense of any one cause. The League can be found backing either business or labor, black or white, depending on its identification of those "variables that thwart and limit human potential."

The following will demonstrate the variable stands which the League has taken on:

Land Use	Land use policy is often made by special interest lobbies and no one is powerful enough to stop them. Who will provide the open space-- the land for housing the poor?
Mental Health	Are local communities able to care for all patients released from state hospitals? What facilities are available for patients unable to be cared for at home?
Environmental Quality	Evaluation of measures to achieve and maintain a physical environment beneficial to man. Support of national policies and procedures which promote comprehensive long term planning for conservation and development of water resources and improvement of water quality.
Human Relations	Support of equal opportunity in education, employment, and housing. Evaluation of further measures to combat poverty and discrimination.

Government	Support of the steps towards the reestablishment of a new, more responsive framework for APEX government.
Tax Increase	Oppose unjustified increases or relief in taxation. Public monies should be drawn from a wide base, in an equitable manner, as needed to fund those services voters require from their elected governments.
Property Tax Exemption for Pollution Control Facilities	Oppose exemption because pollution control should be a cost of doing business, and not be a burden on those who do not necessarily consume the products of that business.

As much as possible, the League attempts to stay within its framework of identifying those variables that affect human potentialities. Much of its efforts are invested in research activities and it is only after extensive analysis that the League will cast its support to the pro or con of any particular issue.

The basic humanitarian values of the League have often brought about their involvement in a wide variety of issue areas and the spectrum of "political bedfellows." The specifics of any one year's activities has changed continuously to reflect the momentary leadership and composition of the group. Overall, past group representatives have sought to identify and devote most of their efforts towards problem areas that portent long range implications to county residents. The League has built and maintained an uncompromised legitimacy, often at the cost of not taking a stand when in doubt, that gives it a significant power over voter and Politician alike. The League's support of (or objection to) an alternative is always the result of an objective, unbiased and in depth analysis as can be made given the time, energy, and data at its disposal.

An example of this is the situation surrounding the County Hospital. The League has refused to take a stand to date because of the deeply felt need that the problem warrants much more study before a decision can be made. The last representative initiated steps to do a complete analysis of health care delivery systems in the county, a process that is expected to continue through the present year. The recommendations of such a study will surely have serious effects on the pattern of health related spending that county governments will follow in future years; yet it also illustrates the ambiguities faced by every League representative: there is never <u>enough</u> time to do <u>enough</u> study and the immediacy of some problems demand that action, of often irrevocable nature, be taken before all the facts are known. The strength of the League under such stresses is more their <u>non-partisan perspective</u> than the depth of its analysis or strength of its data.

Recent Goals

Last year's League representative devoted most of his efforts to the following tasks:

1. The study of the health care delivery system. As mentioned before, the League is actively involved in collecting all available intelligence and opinion on county level health services. Some of the factors being considered include the reassessment of indigent health needs and facilities, the evaluation of levels of service various arrangements of facilities and personnel can provide and at what cost to tax payer/consumer, also a feasibility study of some innovative new approaches appearing on health care delivery horizons such as chains of decentralized outpatient clinics, paramedics, etc. The conclusions of this study are expected to represent the broad range of professional and consumer interests and be formally presented as recommendations to the Board.

2. Voter Information Service-- The League has initiated such a service with reference to all public elections, referendums, and changes in county or city laws. The information has taken the form of "Briefs-on-the-Issues" that are presented either through the mass media (radio, T.V., or Newspaper) or via its own publication. In these briefs the League has attempted to inform the voters without taking a partisan stance, of what is really at stake on their vote. The writing of the Briefs has been the result of interviews with proponents for and against, the summation of both arguments, and if the case warranted, a recommendation as to how to vote. This last item has only been included in instances where the League has discovered some clear-cut attempt to swindle the voting public by an illicit manner to benefit special interest organizations. The speed with which these Briefs are generated in response to issues or elections has been their main strength. Appearing prior to balloting, they have provided many a voter with a succinct and objective statement of what is at stake in his act of voting.

3. Candidate Profiles-- The League has taken on the responsibility of gathering the basic background information on all candidates running for political office in the county. This information has included: a) Election Platform and the candidate's stance on the issues currently facing the county, B) Who supports the candidate and any special interests directly involved in the campaign, and C) Campaign Contributions, their amount and source.. It has been the hope of the League that this information can be made public previous to the election for voter consideration. To do this, it has suggested the enactment of legislation that would require the filing of signed affidavits by the candidate specifying his response to those 3 questions.

Dues Schedule

The efforts of the League are sponsored by voluntary contributions from its widespread, supporting members. These range from a few to several hundred dollars per individual.

WELFARE RIGHTS ORGANIZATION

Since the days of the "Elizabethan Poor Laws," there has been an unbroken tradition of the recognition by local governments of an obligation to afford a basic minimum of food, clothing, and shelter to those in need. Modern times have witnessed the decreasing reliance on the "alms house" or "poor house" as the sole means of providing for the desperately needy. and an increase in the use of cash payments. Public attitudes, such as those mirrored in the literature of the 1800's (Oliver Twist) have been gradually eroded by the growing belief that need and poverty are often the result of uncontrollable and impersonal economic forces. In spite of the growing acceptance of the relief recipient as a human being, the stigma of "able-bodied loafer" has not yet been obviated and public attention to the issue of welfare is often paralleled by an outcry against the tax-supported "free living" the recipients are seen as enjoying. Public policy often reflects a stance of desiring to restore individual self-sufficiency (as a counter position to earlier "punitive" attitudes towards those in need of public aid) but strong pressures are, at the same time, exerted to simply cut the welfare rolls and thereby eliminate public costs and responsibilities.

There has been in recent decades an increasing reliance on the part of both the governments (at all levels) as well as the citizens whom they represent, upon publicly funded individual aid programs to minimize the negative impacts of fluctuating national economies. In the U.S.A. alone, the yearly average unemployment rate has risen steadily above the "normal" 3% of the work force. With each increase one more individual has had to personally face prospects of dependency on others for his sustenance. The question of the level of "public responsibility" towards the needy is still open (witness the fight against negative income tax proposals at both state and federal levels). Yet, more and more, the real concerns of voters have turned towards "efficiency" in how welfare funds are handled, or the amount of "cheating" that occurs at welfare departments. But even with this changing public attitude, one nagging concern remains in the eyes of those who "know welfare": there are serious costs over and above the dollar amounts spent on assistance. These costs are human, paid for in lost pride and a sense of personal disgrace. They are a side effect of involuntary dependency, and may in the long run, be more consequential than the financial costs. It is in the face of these considerations that the "Welfare Rights Organization" was formed, and their banner reads "Welfare is a right, not a privilege. . ."

Many public viewpoints about welfare and welfare recipients are the simple result of misinformation. To correct this, one of the W. R. O.'s first group activities was the compilation of the "Fact Sheet" that follows these introductory remarks. It was assembled by an assortment of concerned volunteers: students, clergymen, social workers, and even housewives who saw a need and reacted. Originally, the W.R.O. was a loose knit informal association and, at times, just a marginal activity on the calendar of other

social gatherings such as bridge clubs, church groups, and community service organizations. The W.R.O., however, gradually acquired an entity of its own as people became sensitized with an awareness of the relative importance of the stigma of welfare had as a social problem. Not unlike the spontaneous growth of "environmental" groups in reaction to air pollution, it gathered strength from the fact that the problem itself continued to grow in scope. It also gained support before the newly opened eyes of caring people because the established public systems did little to respond. There were demonstrations to gain public notice, rallies to boost commitment and membership. Linkages were established with other pressure groups with shared attitudes such as the Interfaith Church Council Minority Associations. Even the Community Coalition lent its support, directed at the common purpose of rectifying an injustice within the system. The changes advocated have been pushed largely through the only means the system would recognize i.e. concerted and mobilized public pressure.

Recent Goals and Strategies

The Welfare Rights Organization has striven to meet the following challenges to the extent its resources (mostly people) permitted:

1. To serve as a gatherer and distribution point of information about the actual conditions of welfare recipients in the county. Most importantly this information has been aimed at the elite decision makers who have at once the power to change the system for better, and the most blindness towards the needs of the less fortunate. The means used have included mass media (radio, T.V., and Newspaper), often on a free "public service announcement" basis, but otherwise paid for through group contributions.

2. To pressure Politicians to rectify the injustices and abuses done to the poor, the minorities, the disenfranchised, through appropriate protective legislation.

3. To advocate and promote implementation of programs such as low cost housing, health services, vocational training and retraining, child care centers, and Central City recreational facilities.

4. To change the quantity of monetary support allocated to welfare recipients from a "laughable pittance" to a meaningful life sustaining level. The costs of saving a few dollars on the welfare budget item are often increased crime, not to mention a compounding of the problem that created the need originally.

Welfare Life Styles-- Myths & Facts

Myth: Welfare families are loaded with kids-- and have more just to get more money.

Fact: The typical welfare family has a mother and three children. Since 1967, the trend has been toward smaller families on welfare. The birth rate for welfare families, like the birth rate for the general population, is dropping.

Most children in welfare families (90 percent) are two years old or older. Studies show that the average family receives assistance for about two years. It is clear, then, that the majority of welfare children were conceived or born before the family applied for assistance. Also, the typical payment for an additional child is $35 a month, hardly enough to cover the cost of rearing an additional child. Some states impose maximum payment limits; families reaching that ceiling-- usually a 4-5 person family-- get no additional money for another child.

Myth: Most welfare families are black.

Fact: The largest racial group among welfare families-- 49 percent-- is white.

Blacks represent about 46 percent. Most of the remaining 5 percent are American Indians, Orientals, and other racial minorities. Latin American families cut across racial lines; 14.4 percent of AFDC families are of Latin birth or ancestry: Mexican, Cuban, Venezuelan, etc.

Families headed by females account for most of those on welfare-- black or white. Studies have shown that such families are significantly less able to survive economically than those with both parents present, regardless of race.

Myth: Why work when you can live it up on welfare?

Fact: The average payment to a welfare family of four with no other income varies among states, from a low of $60 per month in Mississippi to a high of $375 per month in Alaska.

In all but four states, welfare payments have been below the established poverty level of $331 per month, or $3,972 per year, for a family of four. Unfortunately, some of the nation's working poor-- ineligible for assistance under the present welfare system-- earn less than the poverty level, too.

Each state established its own "need standard"-- the amount required for the necessities of family living. A state standard may be below or above the

poverty line. A state will use its "need standard" as a base for determining eligibility. However, 38 states pay less-- some much less-- than their own established standard of need. The federal government shares the cost of payments made by the states.

Myth: Welfare people are cheats.

Fact: Suspected incidents of fraud or misrepresentation among welfare recipients occur in less than four-tenths of one percent of the total welfare caseload in the nation, according to all available evidence. Cases where fraud is established occur even less frequently.

Another 1 to 2 percent of welfare cases are technically ineligible because of a misunderstanding of the rules, agency mistakes, or changes in family circumstances not reported fast enough. These are human and technical errors; it is not cheating.

While the proportion of those who deliberately falsify information is very low, both the federal and state governments seek to eliminate them from the welfare rolls as well as to remove all errors in determining elibility. The overwhelming majority of recipients, like most other Americans, are not willfully misrepresenting their situations.

State agencies are required to check the eligibility of AFDC families at least once every six months; those with unemployed fathers, once every three months. The federal government also analyzes state records and makes on-site checks of a portion of each state's welfare cases.

Many publicized charges of cheating or ineligibility simply have not stood up under investigation.

Myth: Once on welfare, always on welfare.

Fact: The average welfare family has been on the rolls for 23 months.

Studies by the Social and Rehabilitation Service, HEW, show that at any given time about two-thirds of welfare families will have been receiving assistance for less than three years. The number of long-term cases is relatively small-- only 7.3 percent have been on welfare for 10 years or more. Such cases are likely to involve some form of disability.

Government-sponsored surveys show that the majority of welfare families are also embarrassed by, and discontented with, welfare. Most want to move off the welfare rolls, but it takes the average family about two years to overcome its problems.

Myth: The welfare rolls are full of able-bodies loafers!

Fact: Less than one percent of welfare recipients are able-bodied unemployed males: some 126,000 of the more than 13 million Americans on federal/state-supported welfare (April 1971 statistics). Most of them-- 80 percent-- want work, according to a government-sponsored study; about half the men are enrolled in work training programs.

The largest group of working age adults on welfare are 2.5 million mothers of welfare families with no able-bodied male present. About 14 percent of these mothers work, and 7 percent are in work training. Many of the other mothers confront serious barriers to employment under the existing welfare system. But if day care were available for their children, and if job training and jobs were to be had, it is estimated that another 35 percent would be potential employees. An additional 4 to 5 percent of mothers have some employment potential, but require more extensive social rehabilitative service to prepare them.

The remaining 40 percent of welfare mothers have little or no employment potential because they care for small children at home, have major physical or mental incapacities, or other insurmountable work barriers. In spite of this, 70 to 80 percent of welfare mothers consistently report they would work if present barriers to employment are overcome.

Federally Assisted Welfare Population
(as of April 1971)

Able-Bodied Fathers	0.9%
Blind and Disabled	9.4%
Aged	15.6%
Mothers	18.6%
Children	55.5%

Factors in the Employability of Welfare Mothers

Needed at home to care for small children, have a long-term disability, etc.	40%
Employable if job training, jobs, and day care were made available	35%
Already employed full or part-time	14%
In work training programs or waiting to be accepted	7%
Need extensive medical or rehabilitative services before becoming employable	4%

Myth: Welfare's just a dole, a money handout.

Fact: Money is necessary to a family lacking subsistence, but it usually takes more than just cash to help the typical welfare family get on its feet and back into the mainstream of our society.

The Social and Rehabilitation Service asked welfare agencies what social services they had given to welfare families besides money. Here's what the agencies reported and the percentage of families receiving each kind of service (most families received more than one service):

Health care advice and referrals (including Medicaid)	55.7%
Counseling on financial and home management	54.2%
Employment counseling	51.0%
Services to secure child support	37.5%
Services to improve housing conditions	36.2%
Services to enable children to continue school	27.8%

Other services which many agencies provide include those related to child welfare, vocational rehabilitation, and youth development.

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CHAPTER 7

References

Chapter 7

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CHAPTER 8

Annotated Printout

The following pages represent the annotated printout for the Pressure Groups. The decisions are representative of the types of decisions that the Pressure Groups could make. Some of the rationale for making these decisions are explained in Chapter 4 of this manual.

I FINANCIAL STATEMENT

A. TOTAL EXPENDITURES		$ 140000.
B. INCOME		
1. DUES AND CASH TRANSFERS	A	$ 75500.
2. CASH CARRYOVER	B	$ 75000.
TOTAL INCOME	C	$ 150500.
NET INCOME		$ 10500.

<<

A GROUP EXPENDITURES FOR CYCLE

B ACTUAL CARRYOVER FROM CYCLE

C ACTUAL INCOME FOR CYCLE...NOT NECESSARILY SAME AMOUNT AS THE ESTIMATED INCOME ON YOUR WORKSHEET

D A TREND INDICATOR OF HOW YOUR LEADERSHIP IS BEING ACCEPTED

E STORIES, LETTERS, ETC., SUBMITTED TO YOUR OFFICE, REACTIONS AND FEELINGS OF YOUR GROUP MEMBERS

F THE DUES PAYING BACKBONE OF YOUR ORGANIZATION...100% SUPPORT

G BASIC OVERHEAD COSTS...SECRETARIES, PHONES, RENT, YOUR SALARY, ETC.

The following pages include the METRO-APEX NEWS which will give you a basis regarding some of the decisions made for Cycle 1. It will also provide you with a history of some of the problems in APEX County.

a METRO-INDEX NEWS

TEAM 1, EDITION 1 | SUNDAY, JUNE 30, 1974 | ANNOTATED PRINTOUT FOR CHAPTER 8

NATIONAL NEWS HEADLINES b

AUTOMOBILE PRODUCTION RECOVERS FROM SLUMP. HIGHEST SALES IN HISTORY PREDICTED.

SINGLE REAL ESTATE DEVELOPER SPEAKS IN FAVOR OF OPEN HOUSING AT CONGRESSIONAL COMMITTEE MEETING--OTHERS NEGATIVE.

U. S. CENSUS BUREAU ISSUES REPORT STATING THAT NET ANNUAL ADDITIONS TO THE HOUSING STOCK HAVE DECLINED TO 800,000 UNITS LEAVING A GAP OF 200,000 BETWEEN NEW UNITS ADDED AND NET NEW FAMILY FORMATIONS. CENTRAL CITY HOUSING SITUATION CRITICAL. C

DEFENSE SPENDING IS AGAIN AT AN ALL TIME HIGH-AS CONGRESSIONAL CRITICS WARN OF GUNS VS. BUTTER CONFLICT.

U. S. UNEMPLOYMENT RATE FOR PAST YEAR WAS 4.1 PERCENT

STATE NEWS HEADLINES b

[illegible] MARCH ON [illegible] STATE CAPITOL INFURIATES LAWMAKERS WHO SAY THEY WON'T BOW TO PRESSURE GROUP TACTICS.

STATE BOARD OF HEALTH ADOPTS PLANS TO WORK WITH COUNTY HEALTH AGENCIES TO CRACK DOWN ON UNSAFE SEPTIC TANKS IN URBAN FRINGE AREAS OF TWENTY SIX METROPOLITAN AREAS IN THE STATE. OLD SEPTIC TANKS AND INADEQUATE WATER SYSTEMS MARK SUB-DIVISION DEVELOPMENTS DANGEROUSLY.

EDUCATORS PRESS STATE FOR GREATER AID TO LOCAL SCHOOL DISTRICTS, ARGUING WE ARE FALLING BEHIND THE NATIONAL LEADERS.

ADAMS CITY AS ONE OF THE WORST MIDDLE-SIZED CITIES WHO HAVE LET CAPITAL PLANT INVESTMENTS IN THE DOWNTOWN DETERIORATE. C

DEMOCRAT-REPUBLICAN DEADLOCK IN STATE SENATE IS BROKEN AS GOVERNOR INTERVENES TO FORCE AN EDUCATION-WELFARE PACKAGE.

WELFARE MOTHERS IN TEN COUNTIES SIT IN TO PROTEST LOW ALLOCATIONS FROM STATE AND COUNTIES. TAXPAYER ANGER OVER DEMONSTRATIONS IN STATE IS GROWING, MAKING INCREASED STATE WELFARE PAYMENTS UNLIKELY THIS YEAR.

LOCAL NEWS ITEMS b

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a THE METRO-APEX NEWS IS PUBLISHED EACH CYCLE AND IS A PRIME SOURCE OF INFORMATION ABOUT CURRENT PROBLEMS AND EVENTS AND THEIR IMPACT ON APEX COUNTY.

b THE METRO-APEX NEWS FEATURES NATIONAL NEWS HEADLINES, STATE NEWS HEADLINES AND LOCAL NEWS ITEMS. THE "LOCAL NEWS ITEMS" ARE PRESENTED UNDER SUB-HEADINGS OF METROPOLITAN AND COUNTY, CENTRAL CITY, SUBURB, TOWNSHIP 1, TOWNSHIP 2, AND BUSINESS PAGE.

c NATIONAL AND STATE NEWS REFLECTS THE GENERAL STATE OF THE ECONOMY AND NEW GOVERNMENTAL POLICIES WHICH MAY IMPACT ON VARIOUS SEGMENTS OF THE APEX COMMUNITY.

d EACH YEAR CERTAIN ISSUES WILL APPEAR IN THE METRO-APEX NEWS WHICH REQUIRE DECISIONS FROM ALL ROLE PLAYERS. EACH ISSUE IS IDENTIFIED BY AN ISSUE NUMBER. THE ISSUES CONSIST OF A STATEMENT OF THE ISSUE AND SEVERAL PROPOSED ALTERNATIVE ACTIONS. EACH PLAYER SHOULD CHOOSE THE ALTERNATIVES HE FAVORS AND FILL OUT THE ELITE OPINION POLL OF HIS WORKSHEET.

e SOME ALTERNATIVES PROPOSE THE IMPLEMENTATION OF SPECIFIC PROJECTS. PROJECT NUMBERS SHOULD NOT BE CONFUSED WITH ISSUE NUMBERS.

f LOCAL NEWS ITEMS ARE IDENTIFIED BY THE ANALYSIS AREA IN WHICH THEY ORIGINATED.

g THE BUSINESS PAGE LISTS EXOFIRMS WHICH WOULD LIKE TO LOCATE IN APEX. THE FIRM WILL NORMALLY NOT LOCATE IN APEX UNLESS THE SPECIFIED CONDITIONS ARE MET.

h THE LOCATIONS PREFERED BY THE EXOFIRM ARE LISTED IN ORDER OF PREFERENCE, IE., AA 10 IS THE FIRST PREFERENCE, AA 25, SECOND CHOICE, ETC.

METROPOLITAN AND COUNTY b

RUNWAY EXPANSION NEEDED FOR AREA AIRPORT. COST SET AT $150,000. PROJECT NO. 109. c

....PRECEDING IS ISSUE d AS POLITICIAN'S ULTIMATE DECISION BUT ELITE OPINION SOLICITED

---- ALTERNATIVE 1 FAVOR RUNWAY PROJECT 109

---- ALTERNATIVE 2 POSTPONE AND RECONSIDER e

---- ALTERNATIVE 3 OPPOSE RUNWAY PROJECT 109

COUNTY BOND COMMISSIONER DECLARES THAT SOME STATE CANNERIES OPERATE WELL CAUSE AN INCREASE IN COSTS OF HIGHWAY CONSTRUCTION IN THE AREA. THIS MAY BE A MAJOR ISSUE WHICH COULD ULTIMATELY MEAN HIGHER TAXES STATEMENT.

STATE INSPECTOR LEVENS $3.2 MILLION FINE AGAINST DUSTY ROCKS CONCRETE PLANT WAS FILLING OPERATION TO CAUSES OF SILICOSIS IN MINERS OPERATIONS.

STATE LEGISLATURE FACES RUN ON TAX MONEY MAKING FUNDS. AREA SOLID WASTE MANAGER FACES MOUNTING PROBLEMS OF INADEQUATE INCINERATION, GROWING AMOUNTS OF WASTE, PUBLIC DISTRUST OF LANDFILLS, AND OUTDATED COLLECTION EQUIPMENT. AREA MAY BE FORCED IN TO ITS OWN TRASH.

AA 3 f
OLD TIME RESIDENT CLAIMS, "THIS SMATTER POLLUTION IS GETTING WORSE EVERY YEAR. DONT KNOW HOW LONG I CAN HOLD OUT.

AA 4 -
INDUSTRY GROUP BLAMES HOMEOWNER BACKYARD BURNING AS PRIME CAUSE OF AREA SMOG.

AA 2 -
SMOKE HAZE INCREASES HAZARDS OF AIRCRAFT LANDING. PILOT TELLS AREA KIWANIS.

CENTRAL CITY b

PLANS COMPLETED FOR NEW CITY HALL. FUNDING SOUGHT. A $1.2 MILLION BOND ISSUE IS PROPOSED TO FUND A MODERN, EFFICIENT, WELL-DESIGNED CITY HALL TO REPLACE PRESENT 80-YEAR-OLD BUILDING IN AA 6. GENERAL SUPPORT OF COMMUNITY LEADERS IS SEEN FOR THIS LONG-OVERDUE IMPROVEMENT (PROJECT 061).

....PRECEDING IS ISSUE 1 POLITICIAN'S ULTIMATE DECISION BUT ELITE OPINION SOLICITED

---- ALTERNATIVE 1 FAVOR PROJECT 88

---- ALTERNATIVE 2 POSTPONE AND RECONSIDER

---- ALTERNATIVE 3 OPPOSE PROJECT 88

SUMMER DAY CAMPS PROPOSED FOR DISADVANTAGED YOUTH. STATE FUNDS, WITH CHARITY CONTRIBUTIONS, MAKE $100,000 AVAILABLE. PROVIDED CITY CAN COME UP WITH $120,000. PROGRAM NO. 10.

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ANNEXATION OF MAPLE GROVE AREA (AA 12) TO GO TO A VOTE. FAVORED BY CHAMBER OF COMMERCE DUE TO POSSIBLE INDUSTRIAL SITES AT FREEWAY INTERCHANGE. THE ANNEXATION OF THIS AREA IS ALSO OPPOSED BY ANTI-TAX GROUPS BECAUSE OF THE COST OF PUBLIC IMPROVEMENTS REQUIRED. SCHOOL DISTRICT ANNEXATION TIED TO CITY VOTE - BOTH MUST BE APPROVED TOGETHER.

....PRECEDING IS ISSUE SC DECIDED BY OPINION POLL MAJORITY AND REFERENDUM

---- ALTERNATIVE 1 FAVOR ANNEXATION OF AA 12

---- ALTERNATIVE 2 AVOID THE ISSUE

---- ALTERNATIVE 3 OPPOSE THE ANNEXATION

CONSUMERS REPORT IMPAIRMENT OF SENSE OF SMELL AFTER WEEK'S TRAVEL PAST TROJAN VARNISH COMPANY IN ANALYSIS AREA 10. DANNY DINKS, WHO PASSES THE PLANT FOUR TIMES DAILY, COMPLAINS HE CAN'T SMELL HIS GIRL'S PERFUME ANYMORE.

AA 4 -
RESIDENTS PRESS DEMANDS FOR SMALL CITY PARKING LOT AS LOCAL PARKING PROBLEMS MOUNT AND DOUBLE-PARKING CREATES SNARLS.

AA 9 -
HUGE CRACKS IN LOCAL STREETS CAUSE MAJOR ACCIDENT AS DELIVERY TRUCK SPINS OUT OF CONTROL. IMMEDIATE RESURFACING A 'MUST'

AA 3 -
GROWING TRAFFIC LOAD CITED. INSPECTOR HUGGERIDGE SAYS STREET WIDENING MUST BEGIN 'BEFORE IT'S TOO LATE.'

AA 6 -
OVERLOADING OF AGED SEWER LINES BRINGS DEMANDS FOR IMMEDIATE EXPANSION OF SANITARY SEWER CAPACITY.

AA 8 -
STORM CAUSES BASEMENT FLOODING IN SEVERAL-BLOCK AREA AS STORM SEWERS OVERFLOW. ACTION DEMANDED NOW TO EXPAND CAPACITY.

AA 3 -
RECORD RAINFALL FLOODS AREA. EXPANSION OF LOCAL STORM SEWER SYSTEM NEEDED.

AA 6 -
WATER PRESSURE DEFLATED BY RAPIDLY-INCREASING USE. MAY HAMPER FIRE-FIGHTING EFFORTS UNLESS WATER MAINS ARE EXPANDED SOON.

AA 3 -
WATER MAIN EXPANSION NECESSARY TO MAINTAIN WATER PRESSURE PROGRESSIVELY LOWERED BY INCREASED USE OF AIR CONDITIONING.

AA 2 -
WATER MAINS BURST FOUR TIMES IN TWO MONTHS. RESIDENTS, UNDERSTANDABLY IRRITATED, DEMAND 'LASTING' MAJOR REPAIRS.

AA 4 -
'PARKS ARE NEEDED WHERE PEOPLE ARE--MOVING PEOPLE OUT OF THE CITY ISN'T FEASIBLE,' CLAIMS RESIDENT GROUP IN PETITION.

AA 8 -
SHELTER HOUSE PROPOSED FOR PARK. LOCAL CITIZENS COMPLAIN CONSTANTLY ABOUT POOR PICNIC FACILITIES.

AA 1 -
CITY YOUTH DEMANDS NEW PLAY FIELD EQUIPMENT. OFFICIALS HOWEVER CITE WHOLESALE THIEVERY AND IMPLY YOUTHFUL RACKETEERING.

SUBJECT: JURISDICTION 2 b

AA 10 -
HOMEOWNERS ASSOCIATIONS DEMAND CITY TAKE IMMEDIATE ACTION TO RESURFACE WINTER-DAMAGED NEIGHBORHOOD STREETS.

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AA 10 -
POORLY-CONSTRUCTED SANITARY SEWER SYSTEM CAUSES UNPLEASANT BLOCKAGES. RESIDENTS ARE CALLING FOR REPLACEMENT.

AA 19 -
TASTE OF WATER IS MAKING AREA RESIDENTS SICK. ONLY PERSON BENEFITING IS THE LOCAL CULLIGAN MAN.

AA 19 -
PARENTS GROUP WANTS LOCAL SWIMMING POOL SO CHILDREN WILL KEEP OFF STREETS ON HOT DAYS.

TOWNSHIP 1 (JUR. 3) b

AA 27 -
SAFETY SIGNAL INSTALLATION NECESSARY TO HALT INCREASING PEDESTRIAN ACCIDENTS AT BUSY SHOPPING CENTER INTERSECTION.

AA 28 -
AUTO INDUSTRY HOLDS KEY TO NATIONS FUTURE SAYS CHAMBER OF COMMERCE. PRESSURES POLITICIANS TO BUILD MORE PRIMARY STREETS.

AA 29 -
STORM SEWER EXTENSION DEMANDED BY IRATE CITIZENS. WILDEST SWIMERS THAN UNIMPROVED LOCAL STREETS INTO SOUPY QUAGMIRES.

AA 30 -
EIGHT FEET OF WATER INUNDATE LOCAL STREETS.ONLY LARGE-SCALE STORM SEWER CONSTRUCTION WILL PREVENT FURTHER OCCURRENCES.

AA 23 -
LOCAL CITIZENS HOPEFUL ABOUT GETTING WATER MAIN EXPANSION. PATIENCE WORN BY MANY DELAYS MAKES IT PRIME POLITICAL ISSUE.

AA 24 -
YOUNG ROWDIES INTIMIDATE TODDLERS IN LOCAL PARK. MOTHERS DEMAND CONSTRUCTION OF INDEPENDENT TOT LOTS.

TOWNSHIP 2 (JUR. 4) b

AA 21 -
STEADILY-INCREASING TRAFFIC FLOW ON PRIMARY THOROUGHFARE IN THE AREA UNDERSCORES NEED FOR WIDENING.

AA 15 -
NEW PRIMARY ROAD PUSHED BY RESIDENT GROUP TO AID COMMUTER CONGESTION PROBLEMS.

AA 22 -
DEVELOPERS CALL UPON CITY TO EXTEND LOCAL SANITARY SEWER MAINS TO AREA RIPE FOR DEVELOPMENT. NEW TRUNKLINES NEEDED.

AA 29 -
RESIDENTS FLOODED AND SLAB FOUNDATIONS ERODED AS RAINS OVERFLOW STORM SEWERS. INCREASED CAPACITY CONSIDERED MANDATORY.

AA 14 -
WATER FACILITIES FAIL TO PACE URBAN GROWTH AND PRIVATE WELLS ARE NOT RELIABLE. MAJOR WATER MAIN CONSTRUCTION URGENT.

AA 15 -
COST-BENEFIT SHOWS FOLLY OF PUBLIC ICE SKATING RINK BUT COMMUNITY GROUP CONTINUES TO PRESS ITS DEMANDS ON POLITICIANS.

BUSINESS PAGE b

g NEW FIRMS PLANNING TO COME TO A.P.E.X. AREA

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SUPER CRACKERS INC (EXPERT NO. 4) PREFERS LOCATION IN ANALYSIS AREAS 10 25 17. WILL USE 4.00 ACRES.
WILL HAVE 200 EMPLOYEES AND WILL ADD 572000. DOLLARS TO THE TAX BASE.
POLITICIANS NOTE-- REZONING NEEDED TO V-4 (VACANT INDUSTRIAL).
STREETS COSTING 35000. DOLLARS ARE NEEDED.
REQUIRES INVESTMENT OF AT LEAST $ 200000. BY LOCAL BUSINESSMEN.

ZIPPY FROZEN FOODS INC FROZEN (EXPERT NO. 8) PREFERS LOCATION IN ANALYSIS AREAS 5 6 24. WILL USE 3.00 ACRES.
WILL HAVE 90 EMPLOYEES AND WILL ADD 180000. DOLLARS TO THE TAX BASE.
POLITICIANS NOTE-- STREETS COSTING 35000. DOLLARS ARE NEEDED.
REQUIRES INVESTMENT OF AT LEAST $ 25000. BY LOCAL BUSINESSMEN.

MAIL-ADS PRINTERS (EXPERT NO. 12) PREFERS LOCATION IN ANALYSIS AREAS 8 0 0. WILL USE 1.00 ACRES.
WILL HAVE 180 EMPLOYEES AND WILL ADD 300000. DOLLARS TO THE TAX BASE.
POLITICIANS NOTE-- REZONING NEEDED TO V-4 (VACANT INDUSTRIAL).
REQUIRES INVESTMENT OF AT LEAST $ 25000. BY LOCAL BUSINESSMEN.

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